

# **20th**

# **ANNUAL REPORT**

**1973-74**

**27 APR 1993**

*Presented to the Annual Meeting of the  
General Body on the 29th October, 1974*



**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-110001**

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# TWENTIETH ANNUAL REPORT 1973-74

## INTRODUCTION

During the year under review (1973-74), the Indian Institute of Public Administration has, in various ways, tried to discharge its legitimate role as a catalysing agent in various fields of administration in the country. Through a programme of research, training and consultancy undertaken at the Headquarters, and through a programme of publications, lectures, Seminars and Conferences, conducted both by the Headquarters and the Regional and Local Branches, the Institute has made its impact on various sectors of public administration in the country.

During the year, the Institute undertook 35 research studies to gain a better understanding of administrative systems in India. Some of these are pilot studies and are now being prepared for a full scale study of the problems that have shown up. A benchmark study of field administration was undertaken to identify the major problems in district administration and cover the organisational, planning and review aspects of administration. The pilot study has given us tentative conclusions and we have been able to test out our methodology for the larger studies. These studies will be extended to four states now.

The studies of administration during scarcity conditions, of innovative systems and of universities will help us to develop hypotheses about the nature of our bureaucratic systems. We would also be in a position to hypothesise the conditions of change in these systems.

We had undertaken several specific studies, with the aim of achieving a better understanding of personnel administration and of the use of special techniques in administration in India. Our hope is that, in due course, our studies would throw light on the specific problems of public administration in India, and on the

directions of change. The studies undertaken were of a mixed nature. They included some commissioned by outside agencies and some initiated by the Institute. We have completed 19 studies, some of which have been published.

Our training activities have also been varied. We have introduced courses for the level of Joint Secretaries and a long-term course of 10 weeks' duration for Under Secretaries in the Central Secretariat. Preparation for the nine months' course for the level of Deputy Secretaries has also been initiated. Discussions with the Government about this course have been encouraging. Depending upon further discussions, the Institute will be in a position to start this course next year.

The Institute paid special attention to teaching methods. Cases and exercises were collected from field studies and many of these have been introduced in our teaching. Most of our courses have been reviewed by the faculty and several of them have been reorganised primarily on experience-based teaching. Selectively, the Institute has also used group dynamics in these courses.

The consulting work has been satisfactory. The Institute has been involved in studies of change in total organisations in long-range planning, information control systems, and in project planning and control. There are also projects for installation of computerised systems in enterprises.

Through its publications, including the various Journals and the Monthly Newsletter, the Institute has succeeded in making its impact on a much wider circle of general readers, citizens and administrators. Members will naturally realise that much of this impact is intangible but the spontaneous appreciation of the role of the Institute from various quarters is evidence enough of the usefulness and importance of our work.

## **A. THE SOCIETY**

### **A.1. NINETEENTH ANNUAL MEETING OF THE GENERAL BODY**

The Nineteenth Annual Meeting of the General Body was held on October 31, 1973. Shri D.P. Dhar, Union Minister for

Planning and Chairman of the Executive Council presided over the meeting.

At this meeting of the General Body, Dr. Gopal Swarup Pathak, the Vice-President of India was unanimously elected as the President of the Institute. Dr. Gopal Swarup Pathak has graciously consented to be the President of the Institute for the year.

## A.2. THE EXECUTIVE COUNCIL

The Executive Council at its first meeting after the Annual General Body Meeting held on 31st October, 1973 unanimously re-elected Shri D.P. Dhar as the Chairman of the Executive Council under rule 13(2)(9) of the Rules of the Institute.

The Council at the same meeting re-coopted the following members of the Executive Council for another year: Prof. R.B. Das, Dr. S.M. Hasan, Shri Asoka Mehta, Shri P.L. Tandon and Shri B. Venkatappiah.

Shri Asoka Mehta subsequently regretted his inability to continue as a Member of the Council due to his other preoccupations. The Council at the meeting held on February 2, 1974, accepted with regret his resignation and placed on record its deep appreciation of the services rendered by him to the Institute.

The Council at the meeting held on March 25, 1974, coopted Shri R. N. Haldipur, Joint Secretary, Cabinet Secretariat, Department of Personnel and Administrative Reforms, Government of India, as a member for the unexpired portion of the term of office of Shri Asoka Mehta, *i.e.*, up to the Annual General Body Meeting to be held in 1974.

The Council reconstituted the following committees at the meeting on 31st October, 1973.

(1) The Standing Committee, (2) Training and Research Committee, (3) Consulting Sub-Committee; (4) Committee on Case Studies, (5) Committee on Administration of IIPA C.P. Fund, (6) Screening Committee of local members to scrutinise applications for membership of the Institute.

The composition of the Executive Council is given in Appendix I.

### A.3. AD HOC COMMITTEES

From time to time, the Executive Council has been appointing *ad hoc* committees as given below:

#### A.3.1. COMMITTEE TO LOOK INTO THE SUGGESTION TO CONVERT THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION INTO A BILINGUAL PERIODICAL

The Institute has arranged with M. P. Hindi Granth Academy to publish a Hindi translation of the Indian Journal of Public Administration, which will be called *Lok Prashasan*. The Hindi Journal will have translations of articles from the Indian Journal of Public Administration and also contain original contributions in Hindi. The following members of the Council are nominated on the Editorial Board of *Lok Prashasan*: (1) Dr. B. D. Sharma; (2) Shri M. K. Chaturvedi; and (3) Shri T. N. Chaturvedi, Editor, IJPA.

#### A.3.2. WORKING GROUP ON STREAMLINING OF THE INTERNAL ADMINISTRATION OF THE INSTITUTE

The Report of the Group was received by the end of March, 1974 and is to be considered by the Executive Council later. Urgent matters contained in the report have been referred to the Finance Sub-Committee for final decision which would be reported to the Executive Council later.

Other important recommendations contained in the Report, along with the detailed comments of the Director thereon are being submitted to the Executive Council for their final decision. Broadly, these items deal with a clear definition of matters to be referred to the Executive Council and its Committees, the financial and other powers of the Director, the Registrar, etc. The aim, in general, is streamlining the internal administration.

#### A.3.3. COMMITTEE TO GO THROUGH THE MEMORANDUM OF ASSOCIATION AND RULES AND SUGGEST AMENDMENTS

The Committee has submitted its report and has suggested various useful changes in the Memorandum of Association and

Rules. These will be considered by the Executive Council at one of its early meetings and thereafter, steps will be taken to introduce such amendments as are accepted by the Executive Council.

#### A.3.4. CMA EVALUATION COMMITTEE

In pursuance of the resolution of the Council dated October 27, 1972, the Advisory Committee of the Centre for Municipal Administration set up a Committee to carry out an evaluation of the work of CMA and draw up a long term plan in consultation with the Ministry of Works and Housing and the Planning Commission under the Chairmanship of Shri T. N. Chaturvedi. The report of the Committee was submitted to the Advisory Committee at its meeting held on November 7, 1973 and later to the Executive Council. In its report, the Committee has very carefully surveyed the field of activity of CMA and put forward several useful suggestions to relate the training, survey and research work of CMA more purposefully with the urban and local self-government systems of the country.

#### A.4. MEMBERSHIP

During the year, 757 applicants were admitted to the membership of the Institute (671 ordinary members; 18 life members; 27 corporate members and 41 associate members). Forty two ordinary members compounded their subscription for life membership. Thirty two ordinary members and 8 corporate members resigned from their membership. Sixty ordinary members who were in arrears of subscription were re-admitted during the year. Four ordinary members who had resigned earlier were also re-admitted to the membership. Three ordinary members and 1 life member of the Institute died.

Names of 307 ordinary members and 11 corporate members were removed due to non-payment of dues for over two years.

The total membership of the Institute as on March 31, 1974 was as follows:

	1973-74	1972-73
Ordinary Members	2,794	2,503
Corporate	240	221
Life	510	451
	<hr/> 3,544	<hr/> 3,175

These figures do not include paid Associate Members whose number stood at 49 at the end of March, 1974.

### A.5. ESSAY COMPETITION

The following six subjects were prescribed for the Essay Prize Competition for 1973.

1. Recent Developments in Theory of Public Administration and Their Relevance to India.
2. Administrative Implications of Controlled Distribution of Essential Commodities in a Socialistic Society.
3. Decision-making Processes in Government (Centre, State and Public Sector Enterprises).
4. Social Science Research and Administration : Need and Relevance.
5. A Concept of Minimum Needs in the Fifth Five Year Plan : Economic and Administrative Implications.
6. Changing Fortunes of Agricultural Development in India.

In all, fourteen essays were received and the Committee of judges consisted of: (1) Shri A. Mitra, Secretary to the President of India, New Delhi; (2) Dr. Kamla Chowdhry, Ford Foundation, New Delhi; and (3) Dr. K. S. Gill, Planning Commission, New Delhi. The Committee was unanimously of the opinion that the second prize of Rs. 500 should be awarded to Dr. S. C. Jain, Employment Adviser to the Government of Gujarat for his essay on "Social Science Research and Administration : Need and Relevance". In the opinion of the Committee, no essay was fit to receive the first prize.

### A.6. CONDOLENCES

The Institute mourns the deaths of the following members during the year. Miss M. Adelaide; Shri N. Balakrishna; Shri N. D. Daftary; Shri S. V. Harshe; Shri G. K. Kasbekar; Shri S. T. Raja; Shri R. Sivanandam; Shri Y. N. Sukhthankar; and Shri Fazul Hussein Vallibhoy.

## B. THE INSTITUTE

The scheme of reorganisation envisaged in the Perspectives and Plans of IIPA which were approved by the Executive Council towards the end of the year 1972-73 were implemented.

### B.1. TRAINING

The Institute organised twenty training programmes in association with the Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India as part of its Executive Development Programme. Nine other courses were arranged during the year. The Institute's Centre for Municipal Administration organised six courses during the year in different areas of Municipal Administration. Details are given below. Aims and objectives are given only in the case of new courses started during the year.

#### B.1.1. EXECUTIVE DEVELOPMENT PROGRAMME

##### A. *Sixth and Seventh Courses on Personnel Administration* (April 30-May 12, 1973; December 3-15, 1973)

The Sixth Course, directed by Prof. S. R. Maheshwari was attended by 26 participants from State Governments, Union territories, Central Ministries/Departments and Public Corporations. Prof. Maheshwari was assisted by Dr. R. B. Puri. The Seventh Course, directed by Prof. S. P. Verma was attended by thirty participants.

##### B. *Third, Fourth and Fifth Courses on Introduction to Computers* (May 21-26, 1973; August 28-Sept. 7, 1973; March 20-30, 1974)

The courses were directed by Dr. Virendra Gupta. The number of participants in the three courses was 28, 27 and 40 respectively.

##### C. *Course on Research Methodology* (May 21-June 30, 1973)

The course was designed for persons engaged in research either in Universities, Institutions or in Government. The course provided basic foundation in social research methods and the topics



dealt with were research design, problem formulation, various methods in social research, basic statistics, scaling techniques, report writing, etc. It included discussion on group research, inter-disciplinary research as well as role of values in social research. Participants from Universities were sponsored by the Indian Council of Social Science Research, New Delhi.

The course directed by Prof. A. P. Barnabas was attended by 36 participants.

D. *Third and Fourth Courses in Records Management* (June 11-16, 1973; Nov. 12-17, 1973)

The courses were directed by Lt. Col. Brij Mohan, Joint Director, Institute of Secretariat Training and Management, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India. Shri S. N. Swaroop, Research Officer, Department of Personnel and Administrative Reforms was the Training Associate. There were 30 participants in each one of the courses

E. *First and Second Courses on Introduction to Operations Research* (June 20-30, 1973; Jan. 15-25, 1974)

The courses were intended to develop in the participants an understanding of the following:

- (a) The Role of Operations Research in Decision-making;
- (b) Some Basic Concepts and Selected Techniques of Operations Research; and
- (c) Role of Computers as a Tool in Operations Research Applications.

The First Course directed by Shri R. K. Sachdeva was attended by 25 participants. The Second Course directed by Shri Jagdish C. Kapur was attended by 10 participants.

F. *A Course on Training Methodology* (July 23-27, 1973)

The course was intended for heads of training institutions and senior instructors to examine, and develop understanding of the following:

- (a) Some basic concepts in the planning of training activity and the creating of a training environment;

(b) Selected training techniques; and

(c) Measuring training effectiveness.

The course directed by Prof. Ishwar Dayal was attended by 31 participants.

G. *Seventh Orientation Course on Materials Planning* (August 23-29, 1973)

Shri A. P. Saxena, Director (Training), Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, directed the course. Shri S.N. Swaroop, Research Officer in the Department of Personnel was the Training Associate.

H. *First Advanced Course on Materials Planning* (February 25—March 5, 1974)

The course attempted to accomplish specifically the following objectives:

- (a) Appreciation of the environmental constraints in the planning of materials as an in-put for growth and employment;
- (b) Appreciation of the concept of materials planning, including aspects of costs and the need for controlling investment and level of holdings; and
- (c) Discussion of selected techniques available for the design and implementation of Materials Planning system at the micro level.

The course, directed by Shri A. P. Saxena, Director (Training), Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, was attended by 30 participants. Shri S. N. Swaroop, Research Officer, Department of Personnel and Administrative Reforms was the Training Associate.

I. *Eighth Course on Budgeting and Financial Control* (September 10-26, 1973)

Prof. M. J. K. Thavaraj directed the course. Smt. M. Lakshmiswaramma was the Training Associate. Thirty-one participants attended the course.

J. *Seventh Course on Administrative Leadership and Behaviour* (Sept. 17-29, 1973)

The course, directed by Prof. S. P. Verma, was attended by 25 participants.

K. *Ninth Course in Development Administration* (October 15-27, 1973)

The course, directed by Prof. A. P. Barnabas, was attended by 26 participants. Shri B. M. Verma was the Training Associate.

L. *Fifth Course on Social Policy and Administration* (November 24-December 7, 1973).

The course, directed by Prof. V. Jagannadham was attended by 14 participants.

M. *Eighth Orientation Course on Project Formulation* (December 17-22, 1973)

Shri A. P. Saxena, Director (Training), Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, directed the course. Shri S. N. Swaroop, Research Officer in the Department was the Training Associate.

N. *Fifth Course in Training of Trainers* (January 7-11, 1974)

The course was designed for training personnel from the various Central and State Training Institutions and also training co-ordinators of the State Governments and Central Ministries/Departments.

Shri R. N. Haldipur, Joint Secretary (Trg.), Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, directed the course. Shri S.N. Swaroop, Research Officer in the Department was the Training Associate. There were 38 participants.

O. *Course on Diagnosing Human Behaviour in Administration* (January 17-19, 1974)

The three-day programme was attended by 19 officers of the rank of Joint Secretary to the Government of India in the Central Ministries/Departments and State Governments.

The purpose of the course was to develop appreciation of human behaviour in organisation and ability to:

- (a) Diagnose and predict behaviour; and
- (b) Use behavioural knowledge in policy formulation.

The course included cases, group and intergroup exercises, and readings.

Prof. Ishwar Dayal, Director, Indian Institute of Public Administration, directed the course.

#### B.1.2. OTHER COURSES

##### A. *Special Course on Performance Budgeting at Ootacamund* (April 20-May 2, 1973)

The course was organised by the Institute at Ootacamund on the invitation of the Government of Tamil Nadu.

The course was meant to discuss broadly the techniques and methods of budgetary management and control. The main emphasis was on Performance Budgeting and the various issues connected with its introduction in Government.

Prof. M. J. K. Thavaraj directed the course. Smt. M. Lakshmiswaramma was the Training Associate. It was attended by 23 officers from different departments in the Government of Tamil Nadu.

##### B. *The Special Course on Network Techniques and Performance Budgeting for* (1) *Central Water & Power Commission,* (2) *Bharat Aluminium Co., and* (3) *Public Sector Undertakings* (May 28-June 11, 1973; August 22-29, 1973; November 5-21, 1973)

The courses sought to provide adequate knowledge and practice of the concepts, principles and the mechanics of the Network and Performance Budgeting Techniques for construction, management and control of capital projects. In addition, the courses also dealt with the inter-related subjects such as materials management, application of computer system to planning and control of projects, advanced application of Network Techniques, etc.

The courses were designed for personnel engaged in construction projects and provided opportunity to the participants to select and deal with their own projects during workshop sessions.

Shri M. Thyagarajan directed these courses.

The course for the Central Water and Power Commission held at the Institute was attended by 25 participants. The course for Bharat Aluminium Company which was organised at Korba was attended by 27 officers. The course for Public Sector Undertakings held at the Institute was attended by 34 participants.

C. *Second Course on Computer in Management* (October 10-20, 1973)

The purpose of the programme was to develop familiarity and provide an understanding of electronic digital computers and their application to real life business situations and management problems. It aimed at sharpening the analytical and decision-making skills of the participants.

The course, directed by Dr. Virendra Gupta was attended by 11 participants.

D. *Course on Organisational Development* (December 19-22, 1973)

The 4-day course was organised for senior administrators from the Government of Uttar Pradesh to achieve the following:

- (a) Planning of change in organisations; and
- (b) Understanding of human behaviour and identifying processes of cooperation and conflict in organisation.

The course, organised at the instance of the Government of Uttar Pradesh was attended by 11 participants.

Prof. Ishwar Dayal directed the course.

E. *Course on Developing Human Resources in Organization* (January 28-February 2, 1974)

The course was designed for senior executives to gain an understanding of supervisory behaviour and to deal with human problems more effectively. The course was intended to promote a

better knowledge of the forces that influence human behaviour in an organisation, diagnosing behaviour and developing insights into processes of managing organisational change for higher productivity by focussing on improved utilisation of human resources.

It enabled the participants to exercise effective leadership and achieve improved communication between individuals and groups, thus inspiring voluntary cooperation for superior organisational performance.

The course endeavoured to provide techniques for improvement of organisational structure and processes in order to introduce such structural changes in the organisation as are constantly necessitated by rapidly changing internal and external environment.

The course, directed by Prof. R. C. Goyal, was attended by 26 participants.

F. *Fifth Special Course on Performance Budgeting for Public Undertakings* (February 11-16, 1974)

The course was directed by Prof. M. J. K. Thavaraj. Smt. M. Lakshmiswaramma was the Training Associate.

Twenty-two participants attended the course.

G. *Course in Organisation and Management* (March 11-23, 1974)

The aim of the course was to familiarise the participants with broad principles and techniques of O & M, to relate these to their work-environment and thus, to help them in the fulfilment of their responsibilities. The detailed objectives of the course were: (1) to include a better appreciation of the need and problems of administrative improvement in government; (2) to familiarise the participants with the techniques and tools of administrative improvement; and (3) to enable the participants to offer effective leadership in the field of administrative improvement in general and O & M in particular.

The course was organised by the Institute in association with the Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India.

Prof. S. R. Maheshwari directed the course. There were 21 participants.

- A. *Third Course on Municipal Personnel Administration* (May 7-19, 1973)

The course, directed by Shri D. D. Malhotra, was attended by 14 participants.

- B. *Second Course on Municipal Management* (July 9-21, 1973)

The course was attended by 18 administrators of local bodies from Andaman and Nicobar Islands, Bihar, Delhi, Gujarat, Kerala, Madhya Pradesh, Maharashtra, Punjab, Tamil Nadu and Uttar Pradesh. Dr. M. Bhattacharya conducted the course.

- C. *Fourth Course on Municipal Budgeting* (August 6-18, 1973)

Shri A. Datta conducted the course. It was attended by 7 participants from Gujarat, Madhya Pradesh, Tamil Nadu, Delhi and Uttar Pradesh.

- D. *Fourth Course in Work Study in Municipal Administration* (September 10-29, 1973)

The course was directed by Shri D. D. Malhotra and was attended by 14 participants from municipal bodies, including one from Assam State Government.

- E. *14th Course in Municipal Administration* (November 26-December 22, 1973)

The course was directed by Shri A. Datta and was attended by 34 participants.

- F. *Second Course on Laws in Municipal Administration* (January 7-19, 1974)

Shri M. K. Balachandran was the Course Director. The course was attended by 36 higher and middle level officers from administrative and technical departments as well as law officers from major municipal bodies from Bihar, Delhi, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Rajasthan and Tamil Nadu.

Among the participants were three officers from Kenya who had been nominated by their government under the Special Commonwealth African Assistance Plan (SCAAP).

## B.2. SEMINARS/CONFERENCES

The Institute also organised the following Seminars/Conferences/Workshop.

### A. *Seminar on Network Techniques and Performance Budgeting* (May 25-26, 1973)

The seminar was organised for the top echelons of Central Water & Power Commission and the Ministry of Irrigation and Power. The objective of the seminar was to provide a broad exposure of the techniques to the top executives in order to create an awareness in them regarding their importance. It was hoped that this seminar will act as a catalyst for speedy implementation of the modern management aids in the projects undertaken by the Irrigation & Power sectors.

Shri M. Thyagarajan was the Seminar Director.

### B. *Workshop on Case Method and Case Writing* (May 7-11, 1973)

The importance of the case method as a tool of instruction and its utility in training programmes have been widely accepted as it leads to a greater involvement of the participants and thus aids the learning process. The workshop consisted of three phases as follows:

Phase I	The concept of case teaching and case writing.
Phase II	Writing cases in the field independently by participants.
Phase III	Review and analysis of the cases prepared by the participants.

The Workshop intended for the members of the IIPA faculty was directed by Prof. R. C. Goyal.

### C. *Seminar on the Role of Small Scale Industries in the Fifth Plan* (March 15-16, 1974)

The seminar which was inaugurated by Shri Mohan Dharia, Minister of State for Planning, Government of India, had four



sessions as follows:

First Session	The Fifth Plan Strategy and the Small Scale Industries.
Second Session	Developmental Institutions and Promotional Agencies.
Third Session	Fiscal and Financial Policies.
Fourth Session	Summing up and Policy Conclusion.

Prof. S. K. Goyal was the Seminar Director.

The Centre for Municipal Administration organised four seminars during the year.

*D. Seminar on Environmental Pollution and Urban Administration*  
(April 27-28, 1973)

The two-day seminar was organised to identify the role of urban local bodies and their limitations and capabilities in prevention and control of pollution. It was attended by 35 local government officials, scientists and engineers actively involved in the field of environmental pollution.

*E. Seminar on Slum Clearance and Improvement* (February 5-6, 1974)

The strategies to tackle the problem of slum clearance, slum improvement, and prevention of slums in metropolitan cities and urban areas in the country were discussed in the seminar. During this high-level seminar considerable material, such as photographs, master plans, jhuggi jhomprri schemes and relevant literature, were displayed for the benefit of the seminar participants. It was attended by 93 participants in senior and top positions from the Central and State Governments, Slum Clearance and Housing Boards, Improvements and Development Authorities, Municipal Corporations, International Agencies, etc.

*F. Seminar on Urban Planning and Development Authorities*  
(March 1-2, 1974)

Participants reflected on the experiences of urban planning and development in major urban complexes in the country and

explored possibilities of evolving appropriate organisations to effectively deal with rising urban problems in bigger metropolitan areas. Fifty seven top executives from municipal bodies, improvement trusts, metropolitan authorities, etc., including municipal councilors and mayors attended the sessions of the seminar on March 1 and 2, 1974.

#### G. *Seminar on Municipal Budgetary Reforms* (March 5-6, 1974)

Fifty five participants, including high level elected officials, top executives, audit, accounts and finance officers in municipal corporations and other urban bodies in the country took part in the seminar. The object of the seminar was to seek further enlightenment, for the Expert Committee on Budgetary Reforms in Municipal Administration (headed by Prof. G. Mukharji), on the views and experiences of concerned senior officials as well as elected office bearers on the existing format and practices of formulation of budget, financial control, audit procedures, including suggestions for reform in the budgeting systems, to ensure accountability and proper assessment of performance.

### B.3. RESEARCH

B.3.1. During the year under review, 35 different research projects were taken up by several members of the faculty. The title and a brief account of the projects, the members of the staff in charge of the projects, and the stage of progress of work are given in the following Table.

#### RESEARCH STUDIES

##### I. *Drought Studies*

- |  |   |           |
|--|---|-----------|
| 1. Administrative Response to Emergency—to study what changes in administrative practices were necessary for dealing with emergency in a state government. | Prof. Kuldip Mathur and Shri M. Bhatta-charya | Completed |
| 2. Redeployment of Planned Investment for Disaster Relief.   | Shri S. Mundle                                | "         |

- |  |                             |           |
|--|-----------------------------|-----------|
| 3. Priorities in Community Response to Scarcity Conditions in Maharashtra—a study of the impact of an unscheduled event on six rural communities.                              | Dr. (Miss) Indira Mahadevan | Completed |
| 4. Impact of Scarcity on Family Life: Perception by families of their needs and the extent to and the manner in which these needs were met by the public and voluntary effort. | Shri V.M. Kulkarni          | "         |

## II. General

- |   |  |                 |
|---|--|-----------------|
| 5. Individual Aspirations and Problems of Rehabilitation—to study how social aspirations change when basic necessities of life are denied to a community. | Prof. Ishwar Dayal   | Report awaited. |
| 6. Study of the Organisational and Administrative Aspects of District Administration.   | Prof. Ishwar Dayal<br>Prof. K. Mathur<br>Dr. M. Bhattacharya<br>Dr. K.N. Kabra | Completed       |
| 7. Study of Response to Administration of Individuals and Identifiable Groups in the Community.   | -do-   | "               |
| 8. A Study of Malpractices in the Railway Reservation System.   | Shri A.V. Chaturvedi<br>Shri M.K. Narain                                       | "               |
| 9. A Study of the Processing and Procedures Behind the Reservation.   | Shri D.D. Malhotra<br>Shri G.K. Amar   | "               |
| 10. Change in a Complex Organisation—to study dynamics of change in a large bureaucracy.  | Prof. R.C. Goyal<br>Prof. J.K. Ray<br>Dr. Jaideep Singh                        | "               |
| 11. Functioning of the Bureau of Public Enterprises.  | Dr. R.K. Tiwari  | In progress     |
| 12. Study of a Research Laboratory—to determine suitable organisation for innovative tasks.   | Shri Vaid Prakash  | "               |
| 13. Study of a Strike in a Public Utility Undertaking.  | Prof. S.P. Verma   | "               |

- |  |  |             |
|--|--|-------------|
| 14. Policy Analysis and Development in Central Government. | Prof. Ishwar Dayal<br>Prof. K. Mathur<br>Shri A. Datta<br>Dr. U. Banerji<br>Shri A.J.S. Sondhi | In progress |
|--|--|-------------|

### III. *Economic Administration*

- |  |  |             |
|--|--|-------------|
| 15. Organisation of District Planning  | Shri S. Mundle                         | Completed   |
| 16. Economics of Different Classes of Service in Railways.                                       | Shri R.K. Sachdeva<br>Dr. B.N. Gupta   | "           |
| 17. Study of the Impact of the Operations of a Financial Institution for Small Scale Industries. | Shri N.S.F.B. Tyabji<br>Dr. K.N. Kabra | "           |
| 18. Economics of Optimal Production in the Fertilizer Industry.                                  | Shri S. Mundle                         | "           |
| 19. Study of Cost Behaviour and Price Policy in a Pharmaceutical Industry.                       | Dr. B.N. Gupta                         | In progress |
| 20. Study of Corporate Planning in a Major Municipal System.                                     | Shri A. Datta                          | Completed   |

### IV. *Project Planning and Review*

- |  |                        |             |
|--|------------------------|-------------|
| 21. A Study of Application of Network Techniques and Network based Performance Budgeting in the Public Sector Undertakings and Government departments. | Shri M.<br>Thyagarajan | In progress |
|--|------------------------|-------------|

### V. *Personnel Administration*

- |   |                 |             |
|---|-----------------|-------------|
| 22. Organisation and Functions of a State Public Service Commission   | Dr. R.K. Tiwari | Completed   |
| 23. Citizen Grievances and Administration—A Case Study of Food and Civil Supply Department, Delhi Administration. | Dr R.K. Tiwari  | In progress |

### VI. *Application of Quantitative Methods*

- |  |                  |           |
|--|------------------|-----------|
| 24. The Study of Queuing Problems for Railway Reservations.                        | Prof. S.K. Goyal | Completed |
| 25. Study of the Arrival and Service Pattern at the New Delhi Reservation Offices. | Shri J.C. Kapur  | Completed |

26. Allocation and Utilisation of Prof. Kanti Swarup In progress  
Police Force in Delhi.

### VII. Others

27. Social Welfare and its Adminis- Shri V.M. Kulkarni      "  
tration in the Indian Setting.
28. Study of the Hire-purchase Acti- Prof. S.K. Goyal      Completed  
vity of the National Small Scale  
Industries Corporation Ltd.
29. Policy and Reality—Some Aspects Prof. J.K. Ray      In progress  
of American Alliance Policy.

### VIII. Municipal System

30. Leadership in Urban and Rural Shri B.M. Varma      "  
Areas—A Pilot Study.
31. Mutual Role Perceptions of Shri L.P. Gupta      "  
Municipal Councillors and Offi-  
cials.
32. A Draft Code for Assessment and Shri M.K. Balachandran      "  
Valuation of Properties for  
Municipal Taxation
33. A Study of Supreme Court Deci- Shri M. K.      "  
sions Relating to Municipal Ad-  
ministration since 1950. Balachandran
34. Study of Metering of Water Shri K.S.R.N.      "  
Supply Sarma
35. Analysis of Finances of Major Shri K.S.R.N.      Completed  
Municipalities in India. Sarma

### B.3.2. URBAN INTEGRATED PROJECT

The Urban Integrated Project which was begun in 1970 was completed this year. The following studies were completed by the City Units under the direction and supervision of the Centre for Municipal Administration.

1. Socio-Economic Profile of the Households in the Selected Areas of the City of Lucknow.
2. Report on Household Food Consumption and Clinical Survey in the Selected Area—Lucknow.
3. Report on Movement Pattern Survey—Lucknow.

4. Report on Environmental Improvement Project—Baroda.
5. Report on Household Survey—Baroda.
6. Report on Programme for School Readiness—Baroda.
7. Report on Orientation Programme for Primary School Teachers—Baroda.
8. Programme of Integrated Services for Children and Youth in Trivandrum City—Revised Report.
9. Programme of Integrated Services for Children and Youth in Hyderabad City.
10. Note on a Pilot Survey on Families in New Tenaments—Madras.
11. Slums, Slum Clearance and Slum Improvement in Madras City.
12. A Note on Low Cost Health and Pre-school Education models in Madras City.
13. Socio-Economic Survey of Indore City.

In addition, surveys to collect information on the socio-economic status of the families were undertaken in Delhi, Madras, Hyderabad and Trivandrum. The field investigations under these surveys were completed and analysis of data and preparation of Reports were in progress.

With the completion of the main task of preparation of Project Reports, the arrangements in respect of the C.M.A. and City Units for Integrated Services for Children and Youth in urban areas came to a close with effect from 31st March, 1974.

#### B.4. CONSULTING

During the year, the Institute undertook several new projects. The total income from the consulting assignments during the year was Rs. 61,227.89. The nature of the consulting work can be judged by the types of assignments undertaken which are, broadly, as follows:

1. Reorganisation of a large public sector bank.
2. Reorganisation of a State transport organisation.

3. Long range planning in State Transport.
4. Information Control System in several organisations such as financial institution, transport organisation and manufacturing companies.
5. Computer applications for client records.
6. Installing performance budgeting in a construction company and a transport organisation.
7. Preparing PERT Network plan and project planning.
8. Materials Planning and Inventory Control in several organisations such as Electricity Board and Transport and construction organisations.

### B.5. CASE STUDIES PROGRAMME

The Committee on Case Studies was reconstituted by the Executive Council. It consists of Shri Govind Narain, Secretary to the Ministry of Defence of the Government of India as Chairman and eleven other members.

During the year, one more volume entitled *Case Studies in Industrial Administration—Vol. IV* in the new series was brought out. After the publication of the volume, only 17 of the old cases remain on hand. Of these, 4 are being revised by the authors. We are awaiting governmental clearance in the case of the other 13.

As a result of a campaign started last year to spot potential case writers, about 25 practising administrators have come forward with synopses of case studies. Of these, 12 have been approved by the Committee. A Workshop in which some of these case writers took part, was held at the Institute on March 23-24, 1974. Inaugurating the Workshop, Shri B. D. Pande, Cabinet Secretary, Government of India, pointed out the usefulness of Case Studies as an instrument for training administrators. He suggested that it would be useful to have a volume of Case Studies dealing with similar problems but in different states. He also felt that it would be worthwhile to have a critical article by some expert in our Journal, analysing the Case Studies already published and drawing useful lessons from them. The Workshop was attended by some case writers, experts in the case study

method, and several teachers. The synopses of seven case studies were discussed in detail and it is expected that the case writers will finalise their cases after taking into account the various points which emerged out of the discussion.

## B.6. PUBLICATIONS

### B.6.1. PERIODICALS

The Institute continued to bring out the following periodicals during the year:

- (a) Indian Journal of Public Administration (Quarterly);
- (b) Nagarlok (Quarterly Journal of Municipal Affairs);
- (c) Documentation in Public Administration (Quarterly); and
- (d) IIPA Newsletter (Monthly).

#### (a) *I.J.P.A.*

In the IIPA, the usual features, Institute News, Comments, Recent Trends and Developments in Public Administration and Digest of Reports were continued. The Journal usually favours research-based articles and those paying attention to various spheres of Public Administration not covered so far. A few articles relating to Public Administration in other countries written by foreigners were also published. The subject of the special issue of the IIPA was 'Multi-level Planning'. As usual, the special issue was brought out on the eve of the Annual Meeting of the General Body.

A meeting of the Editorial Board of the Indian Journal of Public Administration was held on June 2, 1973. Several aspects of the Journal, its contents, the type of the articles to be included, the get-up, the size, the average length of each issue—were discussed in detail and the conclusions arrived at are being implemented.

Shri T. N. Chaturvedi, Executive Director, Indian Investment Centre, continued to be the Editor of IIPA. Shri V. M. Kulkarni was Assistant Editor up to October, 1973; thereafter, Shri K. Venkataraman took over as Assistant Editor.



(v) *Nagarlok*

Nagarlok deals with Municipal Affairs. Four issues of Nagarlok were brought out. The special issue during the year was devoted to the theme, Municipal Management. Prof. Ishwar Dayal, Director of the Institute continued to be the Editor. Dr. M. Bhattacharya continued as Assistant Editor.

(c) *Documentation in Public Administration*

The Quarterly, Public Administration Abstracts and Index of Articles has been discontinued, and is replaced by a new Journal entitled: "Documentation in Public Administration" started from January 1973. The coverage of documentation in the new journal is much wider and it is hoped that it will meet a long felt need.

As a result of an arrangement with the Indian Council of Social Science Research (ICSSR) entered into with effect from January 1974, this Journal is being brought out under the joint imprint of IIPA and ICSSR. In addition to the four issues of "Documentation in Public Administration", two issues entitled "Book Review Supplement" will be brought out under this agreement. The 'Book Review Supplement' will consist of important reviews of prominent books published in the field of public administration, taken from various journals, periodicals and newspapers.

Shri T. N. Chaturvedi is the Editor of the Quarterly 'Documentation in Public Administration' and the Book Review Supplement. Shri Mohinder Singh, the Librarian of the Institute is the Assistant Editor.

(d) *IIPA Newsletter*

The Newsletter continued to be published every month and covers all areas of Public Administration in India and abroad. Shri T. N. Chaturvedi is the Editor and Shri M.K. Gaur, the Editorial Assistant.

B.6.2. OTHER PUBLICATIONS

The following books were published during the year:

- (1) Family Planning in India: Policy and Administration—Proceedings of three seminars, edited by Dr. V. Jagannadham.

- (2) Case Studies in Industrial Administration, New Series, Volume 4.
- (3) Training and Development in Government by Shri A. P. Saxena.
- (4) Study of Public Administration in India—Proceedings of a seminar conducted at the Institute, edited by Prof. S. R. Maheshwari and published by M/s. Laxmi Narain Agarwal, Agra.

B.6.3. The Institute has appointed U.B.S. Publishers Distributors Private Limited, 5, Darya Ganj, Ansari Road, Delhi, as sole Distributors for the publications of the Institute. The Institute, however, looks after the distribution of its journals and periodicals directly.

## B.7. LIBRARY AND REFERENCE SERVICES

B.7.1. During the year, the Library of the Institute acquired 6,669 new volumes. On March 31, 1973, the Library had 1,10,991 volumes of books, public documents, periodicals and newspapers.

B.7.2. Fifty-two new periodicals were added and four were dropped due to their discontinuation. The number of periodicals on the current list at the close of the year stood at 465. One foreign and eight Indian newspapers were available in the Library during the year.

B.7.3. The periodicity of the list of additions to the Library was changed from half-yearly to monthly. Starting from January 1974, a weekly service of Documentation in Public Administration was made available to the Institute's faculty and to other members visiting the Library.

B.7.4. The depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development continued to be used for reference purposes.

B.7.5. The collection at the Library of the Centre for Training and Research in Municipal Administration continued to grow.

During the year, 343 new volumes were added. The number of volumes at the close of the year stood at 6,164. With the addition of two new titles, the CMA Library now receives 37 Journals.

## B.8. PUBLIC LECTURES AND EXTENSION LECTURES

For members in Delhi, the Institute started two programmes in 1973-74; a programme of Public Lectures by eminent men on topics of interest and a programme of Extension Lectures.

B.8.1. Prof. S.K. Goyal was in charge of the programme of Public Lectures. Five lectures were arranged during the year under review.

### B.8.2. EXTENSION LECTURES

Shri D.D. Malhotra was the Coordinator for these lectures.

The objectives of these lectures were:

- (a) to disseminate the expanding knowledge of theory and practice of Public Administration; and
- (b) to promote discussion on contemporary issues and problems connected with Public Administration.

During the year 1973-74, the following Extension Lectures were held:

#### 1. *New Techniques of Public Budgeting* (August 22-28, 1973)

The faculty members who participated in this programme were: Prof. M.J.K. Thavaraj, Shri A. Datta and Dr. B. N. Gupta.

#### 2. *New Trends in Employer-Employee Relation in Government and Public Sector* (December 10—11, 1973)

Prof. R. C. Goyal was the speaker on both these days.

#### 3. *Administrative Reforms in India* (January 18—19, 1974)

Prof. S. R. Maheshwari delivered these lectures on Administrative Reforms in the Central Government and in the States.

## B.9. PERSONNEL MATTERS

Prof. Shanti Kothari continued to be a Visiting-Professor at the Institute during the year.

Prof. M. J. K. Thavaraj was placed in the selection grade with effect from August 8, 1973.

Shri Deva Raj, Professor-cum-Director at the Institute's Centre for Training and Research in Municipal Administration was granted extension of his service at the Institute until September 30, 1974, after his retirement from the Kanpur Municipality on October 1, 1973.

The Urban Integrated Project having come to an end on March 31, 1974, the term of appointment of Shri V. M. Kulkarni, Deputy Project Director and Dr. (Miss) Indira Mahadevan, Project Specialist, expired on that day. Shri P. L. Trakroo, Research Analyst in this Project, got an appointment elsewhere with effect from February 5, 1974.

Shri R. K. Wishwakarma, Research Analyst, whose services were obtained on deputation reverted to his parent department with effect from Aug. 9, 1973.

Shri P. V. Rao, Statistician, at the Institute's Centre for Training and Research in Municipal Administration left the Institute with effect from July 10, 1973.

S/Shri Hari Satya Paul and P.K. Sharma, Assistants, were promoted as Superintendents with effect from February 4, 1974.

## B.10. ATTENDANCE AT INTERNATIONAL CONFERENCES

Prof. Ishwar Dayal, Director, attended the Conference of Heads of Training Institute in the Asian region convened by the Asian Centre for Development Administration in Kuala Lumpur (Malaysia) from February 27 to March 5, 1974.

## B.11. FOREIGN SCHOLARS

1. Dr. Norman K. Nicholson of Rural Development

Committee, Cornell University, Ithaca, New York, has been affiliated with the Institute for about a year from January, 1974.

2. Miss Kyoko Inoue of the Institute of Developing Economics, Tokyo, has been affiliated with the Institute for two years from February, 1974.

## B.12. VISITORS

As usual there were a number of important academicians, statesmen and specialists in Public Administration who visited the Institute during the year.

## C. REGIONAL AND LOCAL BRANCHES

During the year, 2 local branches at Dharwar and Sholapur were formed.

At the close of the year, the number of Regional and Local Branches was 12 and 17 respectively. The Pondicherry Regional Branch ceased to function. In November 1973; the Branch was disbanded by the Chief Secretary. Members of the Tamil Nadu Regional Branch are trying to revive it. In June 1973, the Institute's Branch at Goa was inaugurated by Shri K. C. Pant, Union Minister of State. The Branch has, however, yet to start functioning and elect its office bearers.

In March, 1974, the Executive Council considered at length the question of activating Regional/Local Branches and appointed a Committee consisting of Shri T. N. Chaturvedi and Shri V. Subramanian to examine among other things the following:

- (i) What are the aims and objectives sought to be subserved in establishing regional/local branches?
- (ii) In relation to such aims and objectives what, broadly, are the minimum activities expected of a regional/local branch?
- (iii) Relationship between regional/local branches.
- (iv) Financial help to branches bearing in mind the Institute's resources.

- (v) Measures to activate branches; and in this connection the part, if any, which can be played by the Institute's faculty.
- (vi) Collaboration with universities as well as with allied Institutions for organising training programmes, lectures and seminars, etc.

A sum of Rs. 62,495 was paid to the Regional and Local Branches during the year for carrying out their activities. This included 50 per cent share of subscription of members of the Branches.

## REGIONAL BRANCHES

### C.1. ANDHRA PRADESH

*Chairman* (Exec. Committee), Shri K. N. Anantaraman, Vigilance Commissioner, A. P., Hyderabad; *Hony. Secy.*, Shri B. P. R. Vithal, Secy., Deptt. of Planning, Govt. of A. P., Hyderabad.

*Membership:* Ordinary, 123; Life, 24; Corporate, 11.

### C.2. GUJARAT

*Chairman* (Exec. Committee), Shri Chinubhai Chimanbhai, Ahmedabad; *Hony. Secy.*, Shri S. S. Devashrayee, 1911, Ranchhodjini Pole, Sarangpur, Ahmedabad-1.

*Membership:* Ordinary, 66; Life, 3; Corporate, 4.

### C.3. KARNATAKA

*Chairman* (Exec. Committee), Shri R. J. Rebello, C. S. to Govt. of Karnataka, Bangalore; *Hony. Secy.*, Shri A. Bharat, Deputy Secy., Education and Youth Services Deptt., Bangalore.

*Membership:* Ordinary, 58; Life, 6; and Corporate, 4.

### C.4. KERALA

*Chairman* (Exec. Committee), Shri K. P. K. Menon, C. S. to

Govt. of Kerala, Trivandrum; *Hony. Secy.*, Shri T. J. Paily, Jt. Director, (O & M) and Jt. Secy., Public Dept., Govt. of Kerala, Trivandrum.

*Membership:* Ordinary, 38; Life, 9; Corporate, 9.

## C.5. MADHYA PRADESH

*Chairman* (Exec. Committee), Shri R. C. V. P. Noronha, C. S. to Govt. of M. P., Bhopal; *Hony. Secy.*, Shri P. S. Raizada, Principal, LBS Institute of Public Administration, Bhopal.

*Membership:* Ordinary, 89; Life, 14; Corporate, 7.

## C.6. MAHARASHTRA

*Chairman* (Exec. Committee), Shri B. B. Paymaster, formerly C. S. to Govt. of Maharashtra, Bombay; *Hony. Secy.*, Shri V. Subramanian, Secy., Planning Deptt. & Addl. Devel. Commer., Govt. of Maharashtra, Sachivalaya, Bombay-32.

*Membership:* Ordinary, 348; Life, 81; Corporate, 52.

During the year under report the Regional Branch arranged eleven talks by important academicians and administrators on personnel, economic, sociological and other aspects of Public Administration.

All these talks attracted large audiences and the stimulating question-answer session which followed each talk bore ample testimony to the keen interest of members in diverse aspects of public administration and other cognate subjects.

As part of the tercentenary celebrations of the coronation of Chhatrapati Shivaji Maharaj, the Branch organised a series of three very interesting lectures on the life and times of Chhatrapati Shivaji Maharaj by the scholar-administrator, Shri Sethu Madavrao Pagdi. The tercentenary celebrations will continue during the year 1974-75 and a further series of lectures and discussions by University Professors has since been organised. It is proposed to bring out a publication incorporating the text of the various lectures especially for the benefit of those who could not attend them.

## *Question-Answer Session*

Availing of a short visit to Bombay paid by Sir Arthur Lewis to deliver the Dorabji Tata Memorial Lectures, the Regional Branch invited him to a Question-Answer Session with members on 30th October, 1973. He answered a number of questions relating to the politics and economics of planning and the problems of development and growth in the less developed countries of the world. Shri D. D. Sathe, Chief Secretary to the Government of Maharashtra, presided over the meeting.

## *Informal Get-togethers*

The members had the pleasure of meeting Shri M. K. Chaturvedi and Shri P. Achutha Menon at a sort of informal get-together on different occasions at which there was a lively exchange of views on various topics.

## *Seminar on District Planning*

As part of the celebrations for the National Plan Week, the Regional Branch organised, on behalf of the Government of Maharashtra, a one-day Seminar on "District Planning" on November 18, 1973. Shri V. P. Naik, Chief Minister of Maharashtra, inaugurated the Seminar. A dozen papers dealing with various facets of District Planning were presented. Nearly hundred persons including distinguished academicians, planners and administrators participated in the deliberations. Among the problems discussed were those relating to the formulation and implementation of District Plans, the mobilisation of local and institutional resources and the streamlining of the existing machinery for planning and project formulation.

A special issue of "The Public Administrator" devoted to the Seminar on District Planning is at present in press and it is expected to be released soon.

## *Seminar on Computers in Government*

The Regional Branch collaborated with the International Computers (India) Private Limited in organising a one-day Seminar on "Computers in Government" on the 13th January, 1974. The Seminar was inaugurated by Shri D. D. Sathe, Chief Secretary to the Government of Maharashtra and attended by several senior



officers of the State Government. There was a lively discussion about the possibilities of computer use in Government administration. Two films on computer applications were also shown.

### *The Public Administrator*

On the occasion of the Independence Day, 1973 the Regional Branch brought out a special issue of its journal, "The Public Administrator".

### *Studies in Scarcity Relief Administration*

During the period from 1970 to 1973 the State of Maharashtra passed through a period of unprecedented drought. A massive programme of relief operations was organised by the State Government to meet the distress. The Regional Branch is helping Shri V. Subramanian, the Revenue Secretary of the Government of Maharashtra in the preparation of a series of reports on this relief work.

The IIPA, New Delhi, is also carrying out a number of studies bringing out the administrative, economic and sociological implications of the relief programme in Maharashtra. The Regional Branch is also giving necessary local support to the faculty of the IIPA engaged on this project.

### *Library*

During the year under report, the Branch has added 347 new books to its library, which has now over 3100 select books on public administration, politics, economics, law, management, etc., besides a number of Indian and Foreign periodicals on these subjects.

## C.7. ORISSA

*Hony. Secy.*, Shri R. N. Das, Addl. Secy. to Govt. of Orissa, Finance Dept., Bhubaneswar.

*Membership:* Ordinary, 38; Life, 14; Corporate, 7.

## C.8. PUNJAB, HARYANA AND CHANDIGARH

*Chairman* (Exec. Committee), Mr. Justice, D. K. Mahajan;

*Hony. Secy.*, Shri B. S. Ojha, Home Secy., Union Territory of Chandigarh, Chandigarh.

*Membership:* Ordinary, 53; Life, 19; Corporate, 18.

## C.9. RAJASTHAN

*Chairman* (Exec. Committee), Shri B. Mehta, formerly Chairman, Industrial and Mineral Develop. Corpn., Jaipur; *Hony. Secy.*; Shri P. K. B. Kurup, Director, H.C. Mathur State Institute of Public Administration, Jaipur.

*Membership:* Ordinary, 123; Life, 12; Corporate, 6.

During the year under report the Regional Branch arranged five talks by eminent statesmen and academicians on different aspects of Public Administration. Some of the more important of these were: (1) Shri Morarji Desai on 'Administrative Reforms: How to Implement Them'; and (2) Prof. Fred Riggs, on 'Development Administration: Some Issues'.

### *Symposia*

During this year, the Regional Branch organised two symposia. A symposium on "People's Poverty and the Fifth Plan" was organised on 4th August, 1973. This was attended by about 700 persons. Shri Asoka Mehta, Shri Piloo Modi, and Shri P. K. Choudhary participated in the symposium. It was presided over by Shri R. P. Padhi, Vice-Chancellor, University of Rajasthan.

Another symposium on "How Public Sector can Pay Dividends" was organised. Dr. K. A. Naqvi, Professor of Economics, Delhi University and Shri B. N. Joshi, M.L.A. and *ex* Chairman, State Enterprises Committee, Rajasthan, participated. Prof. R. G. Sareen, Head of the Department of Business Administration, Rajasthan University presided over the symposium.

### *Projects*

During the year under review, some new research projects were taken up.

1. Out of a sum of Rs. 3,500 placed at the disposal of Professor Ziauddin Khan, Head of the Department of Public Administration, Rajasthan University, Rs. 2,500

were earmarked for the publication of the papers submitted in the Seminar on "State Administration in Rajasthan". Professor Khan and his team have already brought out this publication. The other publication, *i.e.*, the report on "Dynamics of Village Leadership" for which a sum of Rs. 1,000 was placed at the disposal of Professor Ziauddin Khan is, however, not yet ready.

2. A Research Project on "Systems Improvement in Setting up a Small Scale Industrial Unit" was entrusted to Shri V. K. Gour, Assistant Director, Gazetteers. We are glad to report that Shri Gour has already presented his first draft which is being scrutinised. We hope that it should be possible for the Regional Branch to bring out this publication before long.
3. Another Research Project on "Urbanization and its Challenges—A Politico Administrative Study of Jaipur City" was entrusted to Dr. Ramesh Arora of the Department of Public Administration, Rajasthan University. We are glad to report that almost all the field work in regard to this project has been completed and that it should be possible for Dr. Arora to present his report at a very early date.
4. Publication of Monograph "Administrative Levels and Functional Differentiation—A Comparative Study of India and the U.S.". This was the first in the series of research activities of the Regional Branch. This monograph written by Dr. R. K. Arora of the Department of Public Administration, Rajasthan University is a priced publication. M/s. Alekh Publishers have been appointed as distributors for this monograph.

### *Translation Project*

The publication of "LOK PRASHASHAN KA PATHAN" in Hindi was entrusted to Dr. P. D. Sharma, Reader in Political Science of Rajasthan University. It is to consist of Hindi translations of some articles published in IJPA. The Rajasthan Hindi Granth Academy have already acceded to our request to publish this work and we hope that as soon as we obtain necessary

permission from the authors we will be in a position to get this publication out.

### *Essay Competition*

The Regional Branch had sponsored an Essay Competition on "Administration of Law and Order" and had made it open to all citizens. Twenty-eight entries were received and they have been sent for assessment to the judges. There will be a first prize of Rs. 700 and a second Prize of Rs. 400.

## C.10. TAMIL NADU

*Chairman* (Exec. Committee), Shri C. A. Ramakrishnan, formerly C. S. to Govt. of Tamil Nadu, Madras; *Hony. Secy.*, Shri A. K. Ghazi, Addl. Secy. to Govt. of Tamil Nadu, Fort St. George, Madras-9.

*Membership:* Ordinary, 290; Life, 20; Corporate, 17.

During the year, the following functions were held: A talk by Shri S. Madhavan, Minister for Industries, Government of Tamil Nadu on *Administration of Jails* on 6.4.73; A talk by Shri T. A. A. Latif, Chief (Training); Institute of Applied Manpower Research, New Delhi on 28.9.73; A talk by Shri N.S. Ramaswamy, Director, Indian Institute of Management, Bangalore, on *Management* on 22.10.73; A talk by Mr. Eric Newbigging on *Management and Administration* on 8.12.73; and a film show on *Management by Objectives* by the British Council Division on 24.7.73.

## C.11. UTTAR PRADESH

*Chairman* (Exec. Committee), Shri Gyan Prakash, C. S. to Govt. of U.P., Lucknow; *Hony. Secy.*, Shri J. Gupta, OSD, Gen. Admin. Dept., Govt. of U.P. Lucknow.

*Membership:* Ordinary, 53; Life, 18; Corporate, 9.

## C.12. WEST BENGAL

*Chairman* (Exec. Committee), Shri R. C. Ghosh, Calcutta;

*Hony. Secy.*, Shri A.C. Banerjee, O & M Officer & Deputy Secy., to Govt. of W. Bengal, Writers' Building, Calcutta.

*Membership:* Ordinary, 53; Life, 18; Corporate, 9.

The programme for 1973-74 included publication of a study regarding the Organisation of the Government of West Bengal. It was tentatively decided that the Regional Branch should take up this work in cooperation with the Public Administration Department of the Calcutta University and/or Rabindra Bharati University. Accordingly, the matter has already been taken up with the appropriate authorities of these Universities.

By the courtesy of the Headquarters of the Institute, the branch has been able to collect some valuable books on subjects like Public Administration and other allied fields. These books have formed the nucleus of a Library for the Regional Branch. The facility of this Library would soon be extended to the Members.

On June 30, 1973, a Seminar on "Bureaucracy and Development Planning" was held under the auspices of this Regional Branch. The Principal speaker was Dr. R. C. Ghosh, Centenary Professor of Public Administration, Calcutta University and Vice-Chairman of this Regional Branch. The talk was followed by a lively discussion in which many members participated.

## LOCAL BRANCHES

### C.13. AJMER

*President*, Shri G.L. Mehta, Chairman, Board of Revenue for Rajasthan, Ajmer; *Hony. Secy.*, Shri Satyanarain Singh, Secy., Urban Improvement Trust, Ajmer.

*Membership:* Ordinary, 11, Corporate, 3.

The Branch published a Souvenir containing articles on various aspects of redressal of public grievances by several experts.

### C.14. BARODA

*Chairman* (Exec. Committee), Dr. T. V. Patel, Mayor, Baroda; *Hony. Secy.*, Shri K. C. Mahapatra, Municipal Commr., Baroda.

*Membership:* Ordinary, 21; Life, 2; Corporate, 3.

### C.15. BELGAUM

*Chairman* (Exec. Committee), Shri K. R. Ramachandran, Divl. Commr., *Belgaum*; Shri Madhu Rao, Municipal Commr., *Belgaum*.

*Membership:* Ordinary, 17; Corporate, 1.

### C.16. DHARWAR

*Chairman*, Shri P. R. Dubhashi, Administrator & Secy. to Govt., Malaprabha & Ghataprabha Projects, Dharwar; *Hony. Secy.*, Shri S. A. Beyabani, A. O., United India Fire Insce. Co., Dharwar.

*Membership:* Ordinary, 23; Life, 1; Corporate, 2.

### C.17. JAMMU & KASHMIR

*Membership:* Ordinary, 13.

### C.18. KOLHAPUR

*Chairman*, Dr. A. G. Pawar, V. C., Shivaji Univ., Kolhapur; *Hony. Secy.*, Shri N. D. Sakharikar, Head of the Deptt. of Politics, Shivaji Univ., Kolhapur.

*Membership:* Ordinary, 19; Life, 3; Corporate, 1.

During the year, two lectures by eminent personalities were arranged: (1) A lecture by Shri N.A. Palkhiwala, the eminent jurist, jointly organised by Shivaji University and Kolhapur Branch, IIPA; and (2) A lecture by Shri S. R. Tawade, a veteran educationist of Maharashtra on *Role of Administrative Officers in Democracy*.

The project of the Department of Politics is complete and in the final stage of drafting.

### C.19. NAGPUR

*President*, Dr. N. R. Deshpande, Head of the Deptt. of Politics,

Nagpur Univ., Nagpur; *Hony. Secy.*, Shri M.K. Deshmukh, Lecturer, Dept. of Public Administration, Nagpur Univ., Nagpur.

*Membership:* Ordinary, 18; Life, 1; Corporate, 1.

## C.20. PATNA

*Chairman* (Exec. Committee), Shri P.K.J. Menon, C.S. to Govt. of Bihar, Patna; *Hony. Secy.*, Shri P. S. Kohli, Commr., Patna Division, Patna.

*Membership:* Ordinary, 62; Life, 6; Corporate, 8.

## C.21. POONA

*Chairman*, Dr. B. S. Mahajani, V. C., Poona Univ., Poona; *Hony. Secy.*, Dr. N. R. Inamdar, Professor of Politics & Public Admin., Poona Univ., Poona.

*Membership:* Ordinary, 26; Life 16; Corporate, 2.

## C.22. RANCHI

*President* (Exec. Committee), Shri M. S. Rao; *Hony. Secy.*, Dr. L.P. Vidyarthi, Deptt. of Anthropology, Ranchi Univ., Ranchi.

*Membership:* Ordinary, 27; Life, 2; Corporate, 10.

The Institute of Public Administration in Ranchi during the period under review held five meetings of the Executive Committee, three meetings of the General Body and one symposium.

### *Meetings and Lectures*

The General Body at its meeting on 26th December, 1973 bade farewell to its President, Shri M. S. Rao, I.C.S. (Retd.), who left Ranchi to stay at Bangalore.

The Institute jointly with the Department of Anthropology, Ranchi University arranged a get-together of the local anthropologists, social workers, journalists and administrators and political leaders to meet a Fact Finding Committee on Tribal Affairs, constituted by Ministry of Home, Government of India, New

Delhi. Prof. Vidyarthi formulated the problems of exploitation, industrial nomadism, and land alienation, modernism, education, indebtedness, etc., in the tribal areas which were discussed by the members of the team. Many of the members participated in the discussion.

A meeting was held on March 31, 1974, under the presidency of Shri R. S. Mandal which was addressed by Dr. B. D. Sharma. Dr. Sharma highlighted the basic features of the sub-plan for the Tribal Areas. In addition to the members of the Institute, several interested persons participated in the discussion.

### *Symposium*

The Institute organised a two-day symposium on *The Needed Change in the Administrative Structure of the Tribal Areas of Bihar* on January 13th and 14th, 1974. The symposium covered discussions on: (1) General Administration including Tribal Administration, (2) Local Self-Government, (3) Industrial Administration, (4) Educational Administration, (5) Forest and Excise Administration. In addition to the specialists drawn from the University and Administration, the local political and tribal leaders, social workers, journalists, and public men participated in the two-day deliberations. Working papers on each theme were discussed and concrete suggestions were made.

The symposium was inaugurated by Dr. S. V. Sohani, Lok-Ayukt of Bihar. Shri R. S. Mandal, the Chairman of the Institute presided over the meeting.

The abstract of the proceedings of the symposium is under publication for wider circulation.

### C.23. SANGLI

*Chairman*, Shri S. S. Saxena, Collector, Sangli; *Hony. Secy.*, Shri B. M. Shete, Principal, Kanya Mahavidyalaya, Sangli.

*Membership*: Ordinary, 29.

### C.24. SHILLONG

*Chairman* (Executive Committee), Shri D. Das, C. S. to Govt. of Assam.



*Membership:* Ordinary, 4, Life, 1; Corporate, 1.

### C.25. SHOLAPUR

*Hony. Secy.,* Shri D. B. Sasane, Municipal Commr., Sholapur.

*Membership:* Ordinary, 10.

The main activities of the Branch during the year were:

- (1) A seminar on Industrial Activity in Sholapur (jointly with Sholapur Productivity Council, Rotary Club and Sholapur Chamber of Commerce).
- (2) A lecture by Shri K. L. S. Ayyar on 'Labour Problems and Administration in Bombay Industry'.
- (3) A lecture by Shri K. S. Sidhu on 'Aspects of Public Administration.'

A project on transport facilities has been undertaken by the Branch.

### C.26. SIROHI

*Chairman* (Exec. Committee), Shri R. C. Mathur, Collector, Sirohi; *Hony. Secy.,* Shri M. D. Purohit, Librarian, District Library, Sirohi.

*Membership:* Ordinary, 18.

The branch was inaugurated on March 6, 1973 with seventeen members on the roll. During the year, the following functions were held. On April 22-23, 1973, a Symposium on History was held in connection with the anniversary day of the late Mahamah Upadhyaya, Shri Gauri Shankar Hirachand Oza. On October 24, 1973, in connection with UNO day, a series of lectures by Shri J. M. Khan, Prof. R. M. Bhandari, Prof. S. L. Patri and Prof. B. K. Gaur were arranged. On December 17, 1973, a general meeting was addressed by the Chief Minister of Rajasthan, Shri Hardeo Joshi and Prof. Shanti Kothari.

### C.27. UDAIPUR

*Chairman* (Exec. Committee), Shri Vinay Vyas, Collector, Udaipur.

*Membership:* Ordinary, 4; Life, 3; Corporate, 1.

#### C.28. UJJAIN

*President*, Dr. S.M.S. Suman, V.C., Vikram Univ., Ujjain;  
*Hony. Secy.*, Dr. R.K. Avasthi, Head of the Deptt. of Pol. Sc.,  
Vikram Univ., Ujjain.

*Membership:* Ordinary, 6.

#### C.29. VALLABH VIDYANAGAR

*Chairman* (Exec. Committee), Shri H.M. Patel, M.P., Vallabh  
Vidyanagar; *Hony. Secy.*, Dr. M.T. Pathak, Reader in Economics,  
Sardar Patel Univ., Vallabh Vidyanagar.

*Membership:* Ordinary, 14; Life, 1; Corporate, 1.

The members of the IIPA and local industrialists had a discussion on the problems of small scale industries with Shri R.S. Bhatt, Chairman, Indian Investment Centre on September 25, 1973.

Shri Vadilal Dagli, an eminent Economist and Editor of "Commerce", Bombay, delivered a lecture on *Some Aspects of the Current Economic Situation in India* on December 24, 1973.

Prof. V.M. Dandekar, Director, Gokhale Institute of Politics and Economics, Poona, delivered a talk on *Current Economic Scene* on March 2, 1974.

#### *Publications*

During the year the Branch completed the publication work of a series of lectures delivered on "University Administration". The printing work is over and the book entitled *Issues in University Administration* is likely to be released in the first week of May, 1974.

### D. FINANCES AND ACCOUNTS

The Institute received from the Government of India during the year a grant of Rs. 10,00,000 for meeting the recurring expenditure.

Out of this, the Government of India deducted Rs. 50,000 at source towards recovery of fourth and final instalment of the grant of Rs. 2,00,000 earlier paid to the Institute by the Ministry of Finance to cover expenditure on the publication, Framing of India's Constitution. An amount of Rs. 700 was transferred to the recurring grant from sale proceeds of Framing of India's Constitution. Grant-in-aid of Rs. 2,65,583.20 and Rs. 2,09,900 for the Centre for Training and Research in Municipal Administration and for the Executive Development Programme were received from the Ministry of Works and Housing and the Department of Personnel of the Cabinet Secretariat respectively. These grants were exclusive of the unspent balance of the grants amounting to Rs. 21,323.31 and Rs. 17,162.13, respectively brought forward from the previous year for utilisation during the year. UNICEF gave a grant of Rs. 1,56,659.78 for the Urban Integrated Project.

The payments from out of the recurring grant received by the Institute from the Government of India and the internal resources of the Institute (Rs. 16,22,041.93) were broadly on the following items:

	Rs.
1. Establishment	8,69,685.14
2. Fellowships, Prizes for Essay Competition, Research, Seminars and Conferences.	15,152.64
3. Library Books, Periodicals and Equipment	1,03,831.35
4. Publications	1,02,589.73
5. Promotion of Branches' Activities	62,495.00
6. Maintenance of Building, Hostel, Garden, Rents, Rates and Taxes and Water & Electricity charges	2,30,700.59

Expenditure against other major grants mentioned above was as under:

	Rs.
1. Centre for Training & Research in Municipal Administration	2,86,984

	Rs.
2. Executive Development Programme	2,24,816
3. Urban Integrated Project	1,61,293
4. National Small Scale Industries Corporation for Research Project	43,446
5. Grant from Indian Council of Social Science Research for Research Projects:	
(i) Response to Scarcity Conditions in Maharashtra	19,461
(ii) Transformation of Kurukshetra University	2,435
(iii) Bench Mark Studies in Field Administration in India	2,863
(iv) Course on Research Methodology	29,465

The unspent balances of other grants for the year will be carried forward to the current financial year (1974-75).

The position as on March 31, 1974 of the various Ford grants was as under:

*Ford Foundation Grant IV (68-708) for Training, Research and Consulting*

A credit balance of Rs. 4,85,177.29 was brought forward from the previous year. A further sum of Rs. 1,617.16 was received during the year and another sum of Rs. 4,474 was transferred from F.F. Grant No. III making a total of Rs. 4,91,268.45.

Expenditure incurred during the year out of the above grant including the amount transferred to Research Revolving Fund amounted to Rs. 2,82,620.39. The balance has been carried forward.

*Ford Foundation Grant V (690-0598) for Financial Management*

A credit balance of Rs. 1,89,927.33 was carried forward from the previous year. A further sum of Rs. 1,58,724.60 was received during the year.

Expenditure incurred during the year amounted to Rs. 1,66,252.18. The balance has been carried forward.

## TOTAL PAYMENTS

Total payments on account of all the activities of the Institute during the year including payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and the Government of India was Rs. 32,58,840.11 excluding closing balances *vide* Balance Sheet, the Income and Expenditure Account and the Receipts and Payments Account (Appendix IV).

M/s. Thakur, Vaidyanath Aiyar & Co., continued to work as Honorary Auditors for the Institute.

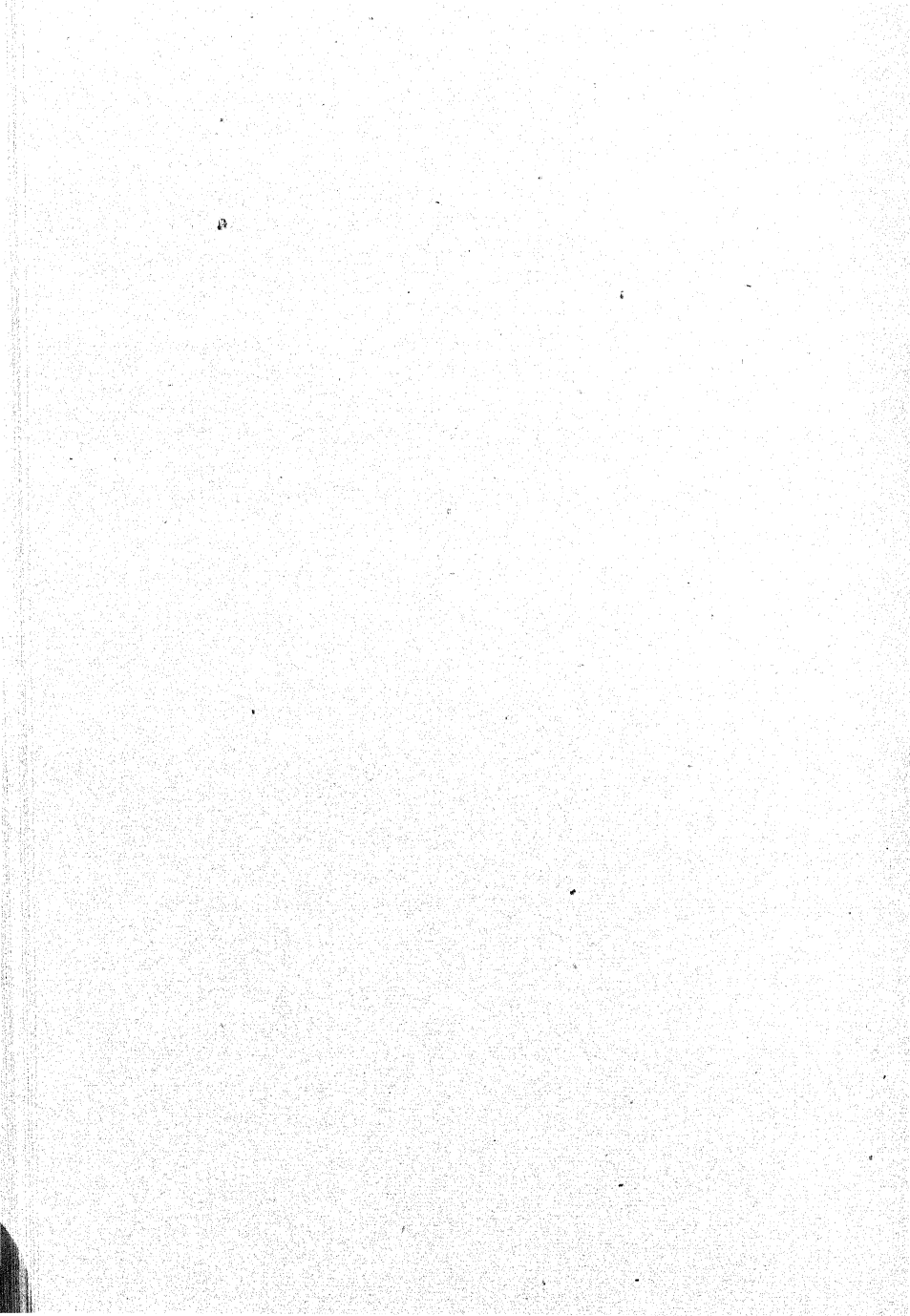
The financial position of the Institute continues to be very difficult. With considerable effort the academic activities have not been allowed to be affected by inadequacy of funds. The Library has acquired large numbers of volumes and has started new services in respect to documentation, new arrivals of books and review of articles. The broken series in the available journals are also being completed to the extent possible. The finances, however, placed serious limitations on all other aspects of working of the Institute.

## E. CONCLUSION

We deeply appreciate the work that the activity heads and chairmen of sentient groups have put in and their contribution to the Institute's activities. The Registrar and the Superintendents have had to undertake special responsibility for changes that were worked out in the Institute and the staff has been highly supportive of these changes. Our special thanks to them. We are grateful to the Ministry of Works, Housing and Supply for the grant given to the Centre for Municipal Administration. We are also grateful to the Training Division, Department of Personnel, Cabinet Secretariat for their support in our training activities. The grants given by Ford Foundation have been extended and we are grateful to them for their help and in modifying the conditions of the grant given earlier to the Institute.

We are grateful to the Indian Council of Social Science Research for their help in our research work, and their continued interest in our activities.

Many members of the Association had given us their generous support and we are grateful to them. The local and regional branches have carried on their work and some of them have done exceedingly well. We hope the association built up with these branches will be useful for serving the objectives of the Institute. The various Ministries in the Government, both at the Centre and in the States, have given us their support and we are grateful for their interest in our activities. During this year, the State Governments in U.P. and Maharashtra have been specially helpful in giving us facilities for research in these States. The Governments of Madhya Pradesh, Tamil Nadu, Bihar and Uttar Pradesh had approached us for training and we hope the relations established with them will continue in years to come.



## APPENDIX I

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

(As on March 31, 1974)

### PATRON

Shri V.V. Giri  
President of India

### EXECUTIVE COUNCIL

#### *President*

Dr. G. S. Pathak

#### *Chairman*

Shri D. P. Dhar

Union Minister for Planning, Planning Commission, New Delhi.

#### *Vice-Presidents*

Dr. Ram Nivas Mirdha

Minister in the Ministry of Home Affairs, Government of India, New Delhi.

Shri C. Subramaniam

Union Minister for Industrial Development and Internal Trade, Udyog Bhavan, New Delhi.

Shri V. P. Naik

Chief Minister of Maharashtra, Bombay.

Smt. Sushila Rohtagi

Deputy Minister of Finance, Government of India, New Delhi.

#### *Honorary Treasurer*

Prof. M. V. Mathur

Director-General, National Council of Applied Economic Research, Parisila Bhavan, Indraprastha Estate, New Delhi.

#### *Elected Members*

Shri P. P. Agarwal

Secretary to the Government of India, Ministry of Supply, Nirman Bhavan, New Delhi.

Dr. R. S. Arora

IIPA Hostel, Indraprastha Estate, New Delhi.



Shri M. K. Chaturvedi	Chairman & Managing Director, M. P. State Industries Corporation, Bhopal.
Shri T. N. Chaturvedi	Executive Director, Indian Investment Centre, New Delhi.
Shri P. R. Dubhashi	Administrator & Secretary to Government, Malaprabha and Ghataprabha Projects, Belgaum.
Prof. Shanti Kothari	M.L.A. (Rajasthan) and Visiting Professor, IIPA, New Delhi.
Shri B. C. Mathur	Commissioner-cum-Secretary to Government, Industry & Commerce Department, Bhubaneswar.
Shri P. Achutha Menon	"Padmaja", 4-A, Tank Bund Road, Nungambakkam, Madras-34.
Shri W. G. Naidu	Training Officer (Management Dev.), Bharat Heavy Electricals (India) Ltd., Bhopal.
Shri C. A. Ramakrishnan	25, 1st Main Road, Gandhi Nagar, Adyar, Madras-20.
Shri M. V. S. Prasada Rau	Deputy Commissioner of Excise (Distilleries), Director of Distilleries and Breweries & Ex-officio Addl. Secy., Board of Revenue (Excise), Andhra Pradesh, Hyderabad.
Dr. B. D. Sharma	Director, Tribal Development, Ministry of Home Affairs, Government of India, New Delhi.
Shri M. Subramanian	Industries Commissioner and Secretary to Government of Maharashtra, Industries & Labour Department, Directorate of Industries, Schivalaya Annexe, Bombay-32.
Shri V. Subramanian	Secretary to Government of Maharashtra, Planning Department and Additional Development Commissioner, Sachivalaya, Bombay 32.
Dr. Ram K. Vepa	Joint Secretary, Department of Electronics, Cabinet Secretariat, Vigyan Bhavan Annexe, New Delhi.
Shri K. Venkataraman	Director and Special Assistant to the Minister of Industrial Development, Government of India, Udyog Bhavan, New Delhi.

*Co-opted Members*

Shri R. N. Haldipur	Joint Secretary, Department. of Personnel, Cabinet Secretariat, North Block, New Delhi.
Shri B. Venkatappiah	Chairman, Rural Electrification Limited, D-5, NDSE Part II, New Delhi.
Shri S. M. Hasan	Prof. & Dean, Faculty of Law, Aligarh Mus- lim University, Aligarh.
Shri P. L. Tandon	Chairman, Punjab National Bank, Parliament Street, New Delhi.
Prof. R. B. Das	Prof. & Head of the Department of Public Administration, University of Lucknow, Lucknow.

*Ex officio Member & Secretary*

Prof. Ishwar Dayal	Director, Indian Institute of Public Adminis- tration, New Delhi.
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In addition, all the Chairmen of the Regional Branches are *ex officio* members.

## APPENDIX II

# ACADEMIC AND THE SENIOR ADMINISTRATIVE STAFF MEMBERS

(As on March 31, 1974)

### DIRECTOR

Prof. Ishwar Dayal

### PROFESSORS

Prof. A. P. Barnabas	Professor of Sociology & Administration
Prof. Deva Raj	Professor-cum-Director, CMA
Prof. S. K. Goyal	Professor of Economics & Economic Administration
Prof. V. Jagannadham	Professor of Social Policy and Administration
Prof. S. R. Maheshwari	Professor of Political Science and Public Administration
Prof. Kuldip Mathur (Joined : Aug. 10, 1973)	Professor of Behavioural Sciences
Prof. J. K. Ray (Joined : August 14, 1973)	Professor of Behavioural Sciences
Prof. M. J. K. Thavaraj	Professor of Financial Administration
Prof. Kanti Swarup (Joined : Sept. 27, 1973)	Professor of Operations Research
Prof. S. P. Verma	Professor of Behavioural Sciences

### READERS

Dr. M. Bhattacharya	Reader in Municipal Administration
Shri A. Datta	Reader in Municipal Administration
Dr. B.N. Gupta	Reader in Economics
Dr. K. N. Kabra (Joined : Nov. 11, 1973)	Reader in Economics

Dr. Jaideep Singh  
(Joined : July 12, 1973)

Reader in Behavioural Sciences

Shri N. S. F. B. Tyabji  
(Joined : Oct. 1, 1973)

Reader in Operations Research

### LECTURERS

Shri M. K. Balachandran  
Shri K. L. Handa  
(On doctoral fellowship abroad)

Shri D. D. Malhotra  
Shri Sudipto Mundle  
(Joined : July 18, 1973)

Shri N. K. N. Iyengar  
(On doctoral fellowship abroad)

Shri Vaid Prakash

Dr. R. B. Puri

Shri Alok Jain  
(Joined : July 16, 1973  
Left : Aug. 18, 1973)

### CONSULTANTS

Prof. R. C. Goyal

Consultant

Shri M. Thyagarajan

Programme Consultant (Project Planning  
and Control)

Shri V.M. Kulkarni

Deputy Project Director

### SENIOR MANAGEMENT ANALYSTS

Shri G. K. Amar  
Dr. V. Gupta

Shri J. C. Kapur  
Shri R. K. Sachdeva

### TECHNICAL ASSOCIATE

Shri A. V. Chaturvedi

### EDITOR, CASE STUDIES

Shri K. Venkataraman

### PROJECT SPECIALIST

Dr. (Miss) Indira Mahadevan

### TRAINING/RESEARCH ASSOCIATES

Shri L. P. Gupta  
Mrs. M. Lakshmiswaramma

Shri B. R. Sharma  
Dr. R. K. Tiwari

## **STATISTICIANS**

Shri N. C. Gangul

Shri K. S. R. N. Sarma

## **JUNIOR RESEARCH ANALYST**

Miss Sharita Kohli

## **RESEARCH ASSISTANTS**

Shri M. K. Narain

Shri B. M. Varma

Dr. K. Sadasivan Nair

## **SENIOR ADMINISTRATIVE STAFF**

Shri R. G. Mulgund

Registrar

Shri K. Venkataraman

Asstt. Editor

Shri Mohinder Singh  
(Joined : July 20, 1973)

Librarian

Shri R. N. Sharma

Deputy Librarian

Shri V. Ramakrishna

Supdt. (Office of Training)

Shri S. K. Kohli

Supdt. (Admn.)

Shri A. S. Nagar

Supdt. (Accounts)

Shri Om Anand

Supdt. (Publications)

Shri Hari Satya Paul

Supdt. (Maintenance)

Shri P. K. Sharma

Supdt. (Hostel)

### APPENDIX III

## ACADEMIC CONTRIBUTIONS OF THE MEMBERS OF THE FACULTY

### DIRECTOR

**Prof. Ishwar Dayal**

#### *Research*

District Administration : Pilot phase being completed and the report will be completed shortly.

#### *Training*

*Conducted the following Courses :*

1. "Training Methodology", July 23-27, 1973.
2. "Organizational Development for the Officers of the U.P. Government", December 19-22, 1973.
3. "Diagnosing Human Behaviour in Administration", January 17-19, 1974.

#### *Consulting*

Organisational Design and Change in a Commercial Bank—in progress.

#### *Publications*

##### *Articles*

1. "The Consultant and His Consulting Style" in Sinha D. (Ed.), *Indian Institute of Management, Calcutta*, 1974.
2. "The Management of State Enterprise" in Nigam Raj K. & Dutt R. C. (Ed.), *Public Sector & National Weal*.
3. "Behavioural Science in Management"—*The Defence Manager*, January, 1974.
4. "Relationship of Job Involvement to Perceived Importance and Satisfaction of Employee Needs" with R. Kanungo and S. Misra, *International Review of Applied Psychology*, 1974.
5. "Directions of Change in Administration—I. The Dynamics of Drifting, II. Planning for Action", *Economic Times*, May 20-21, 1974.

#### *Seminar Papers*

1. "Challenge of Change in Government" in Seminar on *Public Service and Social Responsibility* organised by the Indian Institute of Advanced Study, Simla, in October, 1973.

2. "Decision-Making in Educational Institutions": Seminar on 'Decision-Making Strategies in the Institutes of Higher Learning and Research' organised by the Indian Institute of Management, Ahmedabad, from April 5-6, 1974.
3. "Organisational Renewal" Conference of Heads of Training Institutes in the Asian Region convened by the Asian Centre for Development Administration, Kuala Lumpur from February 27 to March 5, 1974.
4. "Organisation for Public Policy in Government" IIPA Annual Conference, 1973. *Indian Journal of Public Administration*. (Vol. XIX, No. 4, October-December, 1973).

## PROFESSORS

### A. P. Barnabas

#### Training

Conducted the following Courses :

1. "Social Research Methods" (in collaboration with ICSSR) May 21—June 30, 1973.
2. "Development Administration" October 15-27, 1973.

#### Publications

##### Articles

1. "Sociological Implications of Multi-level Planning", *Indian Journal of Public Administration*, Vol. XIX, No. 3, July-September, 1973 (Special Number).
2. "Population Growth and Social Change", *Social Action*, Vol. 26, No. 1, January-March, 1974.

##### Reviews

1. M. S. A. Rao, "Tradition, Rationality and Change", *Indian Journal of Social Work*, 1973.
2. B. Kuppaswamy, "Social Change in India," *Indian Journal of Public Administration*, Vol. XIX, No. 4, October-December, 1973.
3. Ratna Dutta and P. C. Joshi (Editors), "Studies in Asian Social Development," *Sociological Bulletin*, September, 1973.
4. Subrata Sankar, "The Centre and the States", *Journal of Constitutional and Parliamentary Studies*, 1973.

#### Seminar Papers

1. "Administering Development of Tribal People" Seminar on *Dimensions of Tribal Development* organised by Adimjati Seva Sangh, New Delhi on March 2-4, 1974.

### Prof. Deva Raj

#### Research

1. Code for Assessment and Valuation of Properties for Municipal Taxation (Mimeograph).

2. Project Proposals of Integrated Services for Children and Youth in the City of Hyderabad (Mimeograph).

### *Training*

Conducted the following Seminars :

1. "Environmental Pollution and Urban Administration", April 27-28, 1973.
2. "Slum Clearance and Improvement", February 5-6, 1974.
3. "Urban Planning and Development Authorities", March 1-2, 1974.
4. "Municipal Budgetary Reforms", March 5-6, 1974.

### *Publication*

#### *Articles*

1. "Local Government Finance in India", *Journal of International Centre for Local Credit*. The Hague, May, 1973.
2. "Multi-level Planning and Local Government Structure", *Indian Journal of Public Administration*, Vol. XIX No. 3, July-September, 1973.
3. "Turnover Tax and Local Authorities", *Nagarlok*, July-September, 1973.
4. "Political Context of Municipal Management", *Nagarlok*, October-December, 1973.

#### *Chapter in Book*

"Urban Local Bodies and Programme of Family Planning", *Family Planning in India: Policy and Administration*, V. Jagannadham (ed.), Indian Institute of Public Administration, New Delhi, 1973.

#### *Seminar Papers*

1. "Administrative Problems of Enforcement", Seminar on *Environment Pollution and Urban Administration*, April 27-28, 1973.
2. "A Possible Model for Metropolitan Delhi" and "Local Government Reforms in U.K.", Seminar on *Urban Planning and Development Authorities*, held on March 5-6, 1974.

### **Prof. S. K. Goyal**

#### *Consulting*

Overall guidance of the following consulting assignments;

1. Railway Reservation System : A Study of Malpractices.
2. Economics of Different Classes of Services in Railways.



3. A Study of the Processing and Procedure behind the Reservation Counter.
4. The Study of Queuing Problems for Railway Reservations.

#### *Publications*

##### *Articles*

1. "Whither Fifth Plan", *Blitz* (Independence Day Issue) August 15, 1973.
2. "Approach to Fifth Plan—A Comment", *Young Indian*, April 5, 1973.

##### *Seminar Papers*

"The Role of Small Scale Industries in the Fifth Plan: Some Policy Issues", NSIC-IIPA Seminar, March 15-16, 1974.

### **Prof. V. Jagannadham**

##### *Training*

Conducted: Course on Social Policy and Administration from November 24—December 7th, 1973.

#### *Publications*

##### *Books*

1. *Family Planning in India: Policy and Administration*, IIPA, New Delhi, 1973 (Edited).
2. "Population Growth and Education Policy," Chapter in *Population Growth and Human Development* (ed.) Anthony A. De Souza and Alired De Souza, Indian Social Science Institute, New Delhi, 1974.

##### *Articles*

1. "Social Action and National Development", *Social Action: A Quarterly Review of Social Trends* (July-September, 1973, Vol. 23, No. 3).
2. "Perception of Rules—A Determining Factor", *Social Welfare* (January 1974 Vol. XX, No. 10).
3. Development—Some Reflections", *Indian Review of Public and Cooperative Economy*, Vol. 3, No. 1, January, 1974.
4. "Challenges of Administration in Seventies", *PRASARITA* (Telugu Quarterly), October-December, 1973.

##### *Book Reviews*

Vivek Bhattacharya, "Social Security Measures in India", *Indian Journal of Public Administration*, October-December, 1973, Vol. XIX, No. 4.

##### *Seminar Papers*

1. "Some Issues in Environmental Policy", Seminar on *Environmental Policy for the Urban Areas*, April, 1973.

2. "Bureaucracy and Development", Conference of the Indian Association of Public Administration, Osmania University, June, 1973.
3. "Erosion of Faith" Seminar on *Municipal Administration and Citizens' Involvement* at Gandhi Peace Foundation, October, 1973 (also published in *Everyman's* November 3rd, 1973).
4. "Class Crime and Community", Seminar on *Current Trends in Criminology* held by the Institute of Criminology and Forensic Sciences, February, 1974.
5. "Freedom and Development", Seminar on *Dimensions of Tribal Welfare* held by the Bharatiya Adimjati Sevak Sangh, March, 1974.

## **Dr. S. R. Maheshwari**

### *Research*

Government and Politics in a State under Presidential Rule—in progress.

### *Training*

Conducted :

1. Sixth Course in "Personnel Administration" (30th April—12 May, 1973).
2. Third Course in "Organization and Management" (11-23 March, 1973).

### *Publications*

#### *Books*

1. *Study of Public Administration in India* (Edited) Agra, Lakshmi Narain Agarwal, 1973.
2. *Public Administration* (in co-authorship), Sixth edition, Agra, Lakshmi Narain Agarwal, 1973.
3. भारत के स्थानीय शासन, Delhi, Orient Longman, 1974.

#### *Articles*

1. "Bureaucracy and Development", *The Civil Executive* 1972-73 Annual Number.
2. "Constitutionalism and Conflict Management", *The Political Science Review*, January-June, 1974.
3. "Regionalism in India: Political and Administrative Response", *The Indian Journal of Public Administration*, October-December, 1973, Vol. XIX, No. 4.

#### *Reviews*

1. D. Awasthi, Dawn of Modern Administration in India, *Indian Journal of Politics*, July-September, 1973.

### *Seminar Papers*

"Challenge of the Fifth Plan", Second Conference of the Indian Public Administration Association held at Hyderabad in June, 1973.

## **Prof. Kuldeep Mathur**

### *Research*

1. Administrative Response to Emergency (with Dr. M. Bhattacharya).
2. Bench Mark Studies in Field Administration with Prof. Ishwar Dayal, Dr. M. Bhattacharya, Dr. K.N. Kabra and Shri S. Mundle (in progress).
3. Study of Complex Organisations—Case of Change in a Complex Organisation, with Prof. S.P. Verma (in progress).

### *Publications*

#### *Articles*

1. "Social Background and Status Perceptions; Generalists and Specialists in a New Focus", *Indian Journal of Public Administration*, Vol. XIX, No. 2, April-June, 1973.
2. "Crisis of Distrust", *Hindustan Times*, Sunday World, March 24, 1974.
3. Administrative Response to Scarcity in Maharashtra (with M. Bhattacharya) (Mimeograph), 1974.

## **Prof. Jayanta Kumar Ray**

### *Research*

1. "Public Policy and Global Reality: Some Aspects of American Alliance Policy" (in progress).
2. Study of Institutional Change in an Organisation (with Prof. R. C. Goyal and Jaideep Singh).

### *Publications*

#### *Articles*

"Political Development in Pakistan: Role of the Bureaucracy", *The Institute for Defence Studies and Analysis Journal* (July-September 1973, pp. 92-124).

#### *Reviews*

S. H. Rudolph and C. I. Rudolph (eds.), *Education and Politics in India: Studies in Organisation, Society and Policy*, *India Quarterly*, July-September, 1973.

## **Prof. Kanti Swarup**

### *Research*

Allocation and Utilization of Police Force in Delhi (in progress).

### *Publications*

#### *Articles*

"Extreme Point Linear Fractional Functional Programming", *Unternehmensforschung*, Vol. 17, No. 3, 1973.

### *Reviews*

John P. Crecine, Ran McNally, "Governmental Problem Solving : A Computer Simulation of Municipal Budgeting", *Nagarlok*, Oct-Dec., 1973.

### *Seminar Papers*

1. "Purchasing Decision and Markov Process" (with A.H. Kalro), Seminar on *Operations Research Society of India* held at Delhi in November, 1973.
2. "Purchasing Decisions in Fluctuating Price", *World Congress on Productivity Science* held at Bombay, December, 1973.
3. "Mathematical Model Approach to Family Planning in Response to Effort", Seminar on *Problems and Prospects of Family Planning in India* held at Lucknow, March 2-4, 1974.

### **Prof. M. J. K. Thavaraj**

#### *Research*

Effects of Income-tax Exemption on Personal Savings (jointly with Mrs. Laskshmi-swaramma) (in progress).

#### *Training*

Conducted :

1. Special Course on "Performance Budgeting" April 20—May 2, 1973.
2. Eighth Course on "Budgeting and Financial Control", September 10-26, 1973.
3. Fifth Course on "Performance Budgeting for Public Enterprises," February 11-15, 1974.

#### *Consulting*

Governments of Punjab and U.P. on Performance Budgeting.

#### *Publications*

##### *Books*

1. *Citizen & Treasuries* (Mimeographed) IIPA, November, 1973.
2. *Keynesian Economics* (in Tamil), Tamil Nadu Text Book Society, May, 1973.

##### *Chapters in Book*

1. Annotated Bibliographical Survey on "Budgeting and Financial Control in India", ICSSR, New Delhi in "A Survey of Research in Public Administration, Vol. I, 1973.
2. "Teaching of Financial Administration in Indian Universities" a Chapter in *The Study of Public Administration in India* (ed.) S.R. Maheshwari, 1973 (with Shri K.B. Iyer)

#### *Reviews*

1. "Raj Committee Report on Agricultural Holdings Tax", *Social Scientist*, May, 1973.

2. Institute of Economic Growth, "Inflation and India's Economic Crisis", *Social Scientist*, May, 1973.
3. Michaelward, "The Role of Investment in the Development of Fiji", Weekly edition, *Times of India*.

#### *Seminar Papers*

1. "Investment Decisions in Government and Business" Seminar organised by the Northern Regional Council of the Institute of Cost & Works Accountants, Srinagar, October, 1973.
2. "Investment Decisions in Government" IIPA, Annual Conference, October, 1973.
3. "Budgeting Policies and Inflation in India" Seminar organised by the Institute for Financial Management and Research, Madras, December 14-15, 1973. Also published in *Social Scientist*, March, 1974.

### **Prof. S. P. Verma**

#### *Research*

1. Study of a Complex Organisation ( with Prof. Kuldeep Mathur) (in progress).
2. Study of the Strike by Engineers of a State Electricity Board (in progress).

#### *Training*

Conducted :

- (1) Seventh Course in "Administrative Leadership and Behaviour", September 17-29, 1973.
- (2) Seventh Course in "Personnel Administration", December 3-15, 1973.

#### *Publications*

##### *Articles*

1. "Selecting Higher Administrators : A Trend Analysis" (jointly with Sudesh Kumar Sharma) *Prashasanika* (Journal of H. C. Mathur Institute of Public Administration), July-December, 1973, Vol. 2, No. 3 & 4.
2. "Evolution of the Indian Parliament", *Journal of Political Studies*, February, 1974, Vol. VII, No. 1.
3. "Third Pay Commission—A Critique", *Young Indian*, April 12, 1973, Vol. 3, No. 18.

### **READERS**

### **Dr. M. Bhattacharya**

#### *Research*

1. Administrative Response to Emergency: Study of Scarcity Administration in Maharashtra (with Prof. Kuldeep Mathur).
2. Bench Mark Study on Field Administration (with Prof. Ishwar Dayal and Prof. Kuldeep Mathur) likely to be completed by April 30, 1974.

## Training

Conducted :

Course on "Municipal Management" (July 9-21, 1973).

## Publications

### Books

1. *Municipal Government: Problems and Prospects*, Research Publications, Delhi, 1973.
2. *Administrative Response to Emergency: A Study of Scarcity Administration* (Co-author), Indian Institute of Public Administration, New Delhi, 1974 (Mimeo).
3. *Bench Mark Study of Field Administration* (co-author), Indian Institute of Public Administration, New Delhi, 1974 (Mimeo).

### Articles

1. "Issues in Municipal Management Improvement", *Journal of Political Studies*, Special Issue, September, 1973.
2. "Urban Development in the Perspective Multilevel Planning", *The Indian Journal of Public Administration*, Vol. XIX, No. 3, July-September, 1973.
3. "Municipal Decision-Making", *Nagarlok*, October-December, 1973.
4. "Institutional Problems of Urban Development in India" (with Shri A. Datta), *Nagarlok*, April-June, 1973.

### Chapter in Book

Teaching of Local Government (with Shri A. Datta) in *The Study of Public Administration in India*, (ed.) S. R. Maheshwari, Indian Institute of Public Administration, New Delhi, 1973.

### Book Reviews

Keshab Chaudhari, "Calcutta: Story of its Government", *Indian Journal of Political Science*, January-March, 1974.

### Seminar Papers

1. "Environmental Pollution and the Role of Municipal Authorities", in Seminar on *Environmental Pollution and Urban Administration*, April 27-28, 1973, IIPA, New Delhi.
2. "Policy on Slums", in Seminar on *Slum Clearance and Improvement*, February 5-6, 1974, IIPA, New Delhi.
3. "Machinery for the Metropolitan Planning and Development" in Seminar on *Urban Planning and Development Authorities*, March 1-2, 1974, IIPA, New Delhi.
4. "Metropolitan Government—Some Foreign Models", in Seminar on *Urban Planning and Development Authorities*, March 1-2, 1974, IIPA, New Delhi.

## **Shri A. Datta**

### *Research*

1. Corporate Planning in a Municipal Corporation —The project was undertaken in October, 1973 (with Shri N. S. F. B. Tyabji).
2. Case Studies in Municipal Administration—A series of case studies in the municipal context (with Shri D. D. Malhotra). Field Studies were undertaken in two municipalities. (in progress)

### *Training*

Conducted :

1. 4th Course on "Municipal Budgeting", (April 6-18, 1973).
2. 14th Course in "Municipal Administration", November 26—December 22, 1973.

### *Publications*

#### *Articles*

"Institutional Problems of Urban Development in India" (with M. Bhattacharya) *Nagarlok*, October-December, 1973.

#### *Chapter in Book*

Teaching of Local Government (with M. Bhattacharya) in *The Study of Public Administration in India* (ed.) S. R. Maheshwari, Indian Institute of Public Administration, New Delhi, 1973.

## **Dr. B.N. Gupta**

### *Research*

Cost Behaviour and Price Policy in Pharmaceutical Industry (in progress).

### *Consulting*

1. Economics of Different Classes in the Railways (with Mr. R. K. Sachdeva).
2. Long Range Planning in a Transport Organisation (Report being finalised).
3. Pilot Study for Budgeting System in Public Enterprise (with Prof. Kanti Swarup).

### *Publications*

#### *Articles*

1. "Quantitative Approach to Management", *Management Annual*, Vol. III, 1973.
2. "Cost Benefit Analysis", *Nagarlok*, Vol. V, No. 3.
3. "Municipal Financial Management—A Systems Approach," *Nagarlok*, Vol. V, No. 4.

## **Dr. K. N. Kabra**

### *Research*

1. Impact of the Operation of a Financial Institution for Small Scale Industry (with N. S. F. B. Tyabji).
2. Planning Process in a District : A Pilot Study. A part of the Bench mark studies on District Administration.

## *Publications*

### *Articles*

1. "Banking in Socialist Planning", *Weekly Round Table*, December 16, 1973.
2. "Current Economic Crisis", *Young Indian*, Annual Number, 1974.
3. "Fifth Plan Problems", *Mainstream*, Annual Number, 1974.
4. "Fifth Plan's First Budget, Calculated Slip-back", *Mainstream*, March 23, 1974.

### *Reviews*

1. Agriculture and Taxation, D. N. Dwivedi, "Problems and Prospects of Agricultural Taxation in U.P.", *Mainstream*, December, 1, 1973.
2. Annual Number of Economic Times, 1974, Asian Perspectives, *Mainstream*, February 9, 1974.
3. Decentralization: Conceptual Cobwebs, Nageshwar Prashad, "Decentralisation in India and Yugoslavia", *Mainstream*, March 30, 1974.

### *Seminar Papers*

"Plan Implementation in India" organised by the *State Institute of Education*, Delhi.

"Notes on Policies for the Development of Small Scale Industries", Seminar on *Small Industries and Fifth Plan* organised by the Indian Institute of Public Administration, New Delhi.

## **Dr. Jaideep Singh**

### *Research*

Study of Institutional Change in a Large Organisation (with Professor R. C. Goyal and Professor J. K. Ray).

### *Training*

Co-directed a course on "Development of Human Resources in Organisations" January 28-February 2, 1974.

### *Miscellaneous*

Experimental Human Relations Laboratory for IIPA Faculty (September 5, 1973).

## **Shri N. S. F. B. Tyabji**

### *Research*

Impact of the Operation of a Financial Institution in Small Scale Industries—Team Leader.

### *Publications*

#### *Seminar Papers*

"Small Scale Industry in the Fifth Plan" (with Sarvashri G. Venkataramani and N. Raghunathan), Seminar organised by NSIC-IIPA on March 15-16, 1974.



## LECTURERS

### **Shri M. K. Balachandran**

#### *Research*

A Study of Supreme Court Decisions Relating to Municipal Administration, 1950 (in progress).

#### *Training*

Conducted :

Second Course on "Laws in Municipal Administration", January 7-19, 1974.

#### *Publications*

##### *Articles*

1. "Laws in Relation to Environmental Pollution", *Nagarlok*, Vol. V, No. 2, April-June, 1973.
2. "Applicability of the Motor Transport Workers' Act to Municipal Bodies", *Nagarlok*, Vol. V, No. 3, July-September, 1973.
3. "Legal Framework of Municipal Management—Some Aspects", *Nagarlok*, Vol. V, No. 4, October-December, 1973.

#### *Seminar Papers*

Prepared the following papers for the Seminar on "Urban Planning and Development Authorities" organised by IIPA, Centre for Municipal Administration on March 1-2, 1974 :

1. Constitution and Composition of the Authorities under the Planning and Development Acts (A Comparative Study of Eight Important Acts).
2. Powers and Functions of the Authorities under the Planning and Development Acts (A Comparative Study).
3. Funds of the Authorities under the Planning and Development Acts (A Comparative Study).
4. Land Acquisition provisions under the Planning and Development Acts (A Comparative Study).

### **Shri D. D. Malhotra**

#### *Research*

1. Municipal Policy Formulation : Transfer of Shops —A Case Study (with Shri A. Datta).
2. Administrative Leadership and Conflict in Municipal Administration—A Case Study (with Shri A. Datta) (in progress).
3. A Study of the Procedure for the Settlement of Retirement Cases in Municipal Corporation of Delhi (Mimeo).
4. Collection and Compilation of Background Material for Seminar on Environmental Pollution and Urban Administration, held on April 27-28, 1974 and prepared summary of the Proceedings.

## **Training**

### **Conducted :**

1. "Municipal Personnel Administration", May 7-19, 1973.
2. Course on "Research Methodology", May 21-June 30, 1973.
3. Course on "Municipal Work Study", September 10-29, 1973.

### **Consulting**

1. Railway Reservation System—A Study of Processing and Procedure behind the Reservation Counter (with Shri G. K. Amar)—completed.
2. Implementation of the Recommended Reservation System at Delhi, Bombay, Calcutta and Madras (with Shri G. K. Amar) (in progress).

### **Publications**

#### **Books**

1. Municipal Personnel System (ed.) New Delhi, IIPA, 1973.

#### **Articles**

1. "Local Authority Policy Planning", *Nagarlok*, Vol. V, No. 2, April-June, 1973.
2. "Municipal Personnel Management", *Nagarlok*, Vol. V, No. 4, October-December, 1973.

#### **Seminar Papers**

"Environmental Pollution and Urban Administration—Task of Urban Local Bodies," Seminar on *Environmental Pollution and Urban Administration*, held in April 27-28, 1974.

## **Shri Sudipto Mundle**

### **Research**

1. Planning and Resource Deployment in Drought Relief Operations (completed).
2. District Planning Processes (completed).
3. Price Policy Designing for a Public Enterprise: A Study in Fertilizer Industry (completed).

### **Publications**

#### **Articles :**

1. "Management Science and the Planned Economy", *Mainstream*, Vol. XII, No. 13.
2. "Operations Research in Urban Management", *Nagarlok*, Vol. V, No. 4.
3. "Technocratic Bias of Indian Planning", *Mainstream*, Vol. XII, No. 27.
4. "State Charter and Economic Policy", *Social Scientist*, May, 1974.

#### **Review**

Alvin W. Drake *et. al.* (ed.), "Analysis of Public Systems", *Nagarlok*, Vol. V, No. 2.

## **Shri Vaid Prakash**

### *Research*

Study of a Research Laboratory to Determine Suitable Organisation for Innovative Tasks (in progress).

## **CONSULTANTS**

### **Prof. R. C. Goyal**

#### *Research*

1. A Study of Change in a Big University (completed).
2. A Study of Implementation of Development Plans at the District Level (in progress).

#### *Training*

Conducted :

1. Case Workshop for IIPA Faculty, May 7-11, 1973.
2. A Course on "Development Human Resources in the Organisations" for senior executives in Government and the Public Sector, January 28-February 2, 1974.

#### *Publication*

##### *Articles*

1. "Some Implications of Industrial Relations Policies for Government and Public Sector", *Haryana Labour Journal*, Chandigarh, January, 1974.
2. "Manpower Problems in a Developing Regional Labour Market", *The Manpower Journal*, New Delhi.
3. "The Strategy for Implementation in the Approach to Fifth Five Year Plan", *Industrial India*, Bombay.

##### *Seminar Papers*

1. For the All India Cost Conference, 1973—"Role of the State—The Emerging Patterns in a Socialistic Pattern of Economy".
2. A paper presented to the All India Cost Conference, 1974, "The Role of Professional Manager in Productivity Improvement".
3. Eighth A. D. Shroff Memorial Lecture, delivered to the Forum of Free Enterprises; "Industrial Relations in a Mixed Economy".

### **Shri V. M. Kulkarni**

#### *Research*

1. Impact of Scarcity on Family life. Perception by families of their needs and the extent to and the manner in which their needs were met by the public and voluntary effort.
2. Action Research Project for establishing Volunteer Probation Sahayak Service of the Central Bureau of Correctional Services, Department of Social Welfare, Government of India, Delhi (Data has been collected).

## **Publications**

### **Book :**

*Essays in Social Administration*, Research Publications in Social Sciences, 1973.

### **Articles**

"Making Social Administration, Effective", *Administrative Change*, Vol. 1, No. 1, June 1973.

### **Reviews**

1. S. C. Gangal, "Prime Minister and the Cabinet in India", *Administrative Change*, Vol. 1, No. 1, June, 1973.
2. B. C. Muathayya, "Child Welfare : Existing Conditions and Parental Attitudes", *Indian Journal of Public Administration*, Vol. XX, No. 1, January-March, 1974.

### **Seminar Papers**

"Role of Volunteers in Social Welfare Services", Regional Seminar on *Volunteers for Welfare Services*, organised in Bangalore from 15-19 October 1973 by Central Institute of Research and Training in Public Cooperation, New Delhi.

## **Shri M. Thyagarajan**

### **Research**

A Study of Application of Network Techniques in Public Sector Undertakings and in Government (in progress).

### **Training**

#### **Conducted :**

1. An Orientation Course in "Network Techniques and Performance Budgeting" for top scholars of Central Water and Power Commission, May 25-26, 1973.
2. A Special Course in "Network Techniques and Performance Budgeting" for the benefit of senior and middle level officers of Central Water and Power Commission, May 28-June 11, 1973.
3. A Special Course in "Network Techniques and Performance Budgeting" at Korba for the middle level officers of Bharat Aluminium Company, August 22-29, 1973.
4. A Special Course in "Network Techniques and Performance Budgeting" for senior executives of Public Sector Undertakings, November 5-21, 1973.

### **Consulting**

Project Proposal for Network Planning in a Shipyard.

## **SENIOR MANAGEMENT ANALYSTS**

## **Shri G. K. Amar**

### **Consulting**

1. A Study of the Railway Reservation System (with Shri D. D. Malhotra) completed.

2. A Study of the Default Analysis of the Hire-Purchase Activity of a Public Sector Corporation (with Dr. V. Gupta)—completed.
3. Mechanisation of Hire-Purchase Accounts of a Public Sector Enterprise (with Dr. V. Gupta)—in progress.
4. Supervision of the Implementation of the Experimental Reservation System of Railways at Delhi, Calcutta, Bombay and Madras<sup>3</sup>(with Shri D. D. Malhotra)—in progress.

#### *Publications*

##### *Articles*

"Municipal Material Management", *Nagarlokh*, October-December, 1973.

##### *Seminar Papers*

"Management of Small Scale Industries in India" Seminar on *The Role of Small Scale Industries in Fifth Plan* organised by the Indian Institute of Public Administration in collaboration with National Small Industries Corporation, New Delhi on March 15-16, 1974.

### **Dr. Virendra Gupta**

#### *Consulting*

1. Design of a Management Information System for a Large Public Enterprise (with Shri Jagdish Kapur)—completed
2. A Study of the Default Analysis of the Hire-Purchase Activity of a Public Sector Corporation (with Shri G. K. Amar)—completed
3. Mechanisation of Hire-Purchase Accounts of a Public Sector Corporation (with Shri G. K. Amar)—in progress

#### *Training*

Conducted :

1. Three Courses on "Introduction to Computers", May 20-26, 1973, August 28 to September 7, 1973 and March 20-30, 1974.
2. Second Course on "Computers in Management", October 10-20, 1973.

### **Shri J. C. Kapur**

#### *Training*

Conducted :

Second Course on "Introduction to Operations Research" (January 15-25, 1974).

#### *Consulting*

1. Designed a Management Information and Control System for a Transport Corporation.
2. Study of the Arrival and Service Patterns of Customers Demanding Railway Reservations at Railway Booking Offices in Delhi.

## **Shri R. K. Sachdeva**

### *Training*

Conducted :

"Introduction to Operations Research" (June 20-30, 1973).

### *Consulting*

Economics of Different Classes of Services in Railways—completed.

## **PROJECT SPECIALIST**

### **Dr. (Miss) Indira Mahadevan**

#### *Research*

1. Urban Integrated Project—Integrated Services for Children and Youth in Urban Areas—completed.
2. Response of the Community to the Scarcity Conditions in Maharashtra.

## **TECHNICAL ASSOCIATES**

### **Shri A. V. Chaturvedi**

#### *Research*

A Study of Malpractices in the Railway Reservation System—completed.

## **TRAINING ASSOCIATES**

### **Shri L. P. Gupta**

#### *Research*

Mutual Role Perception of Municipal Councillors and Officials—A Pilot Study in a Large State—in progress.

### **Mrs. M. Lakshmiswaramma**

#### *Research*

Effect of Income Tax Exemption on Personal Savings (with Prof. M. J. K. Thavaraj).

### **Shri B. R. Sharma**

#### *Research*

1. A Study of Work-Motivation of the Faculty in IIPA—completed.
2. A Study of the Need for Achievement, Need Satisfaction and Self Perception of Civil Servants—in progress.

*Research*

1. Functioning of the Bureau of Public Enterprises—in progress.
2. Organisation and Functions of a State Public Service Commission—completed.
3. Citizen Grievances and Administration—A Case Study of Food and Civil Supply Department, Delhi Administration—in progress.

**STATISTICIANS**

**Shri N. C. Ganguli**

*Consulting*

1. Study of Queuing Problems for Railway Reservation (with Mr. J. C. Kapur), June 1973 to September 1973.
2. Fertiliser Pricing (with Shri S. Mundle).

**Shri K. S. R. N. Sarma**

*Research*

1. Urban Integrated Project—Code Key and Tabulation Plan (with dummy tables) for the Household Survey Undertaken in the Cities of Delhi, Hyderabad, Madras and Trivandrum.

*Research Notes*

1. State's Financial Control over Municipal Bodies.
2. Distribution of Financial Powers within the Municipal Bodies.
3. Prepared for and submitted to the Committee on Municipal Budgetary Reform:
  - (a) Study on Municipal Finances—Analysis of Data on Municipal Corporations—completed.
  - (b) Study on Municipal Water Rates—in progress.

*Publications*

1. "Environmental Improvement Scheme", Seminar on *Slum Clearance and Improvement* organised by IIPA, Centre for Municipal Administration, New Delhi, February 5 & 6, 1974.
2. "Finances of Municipal Corporations (1970-71)", Seminar on *Municipal Budgetary Reform* organised by the IIPA, Centre for Municipal Administration, New Delhi on March 5 & 6, 1974.
3. "Comparative Statement of Replies Received from Certain Municipal Authorities Regarding the Budgetary Procedures and Financial Control", Seminar on *Municipal Budgetary Reform* organised by IIPA, Centre for Municipal Administration, New Delhi, March 5 & 6, 1974.

**Miss Shanta Kohli**

*Research*

*Urban Integrated Project*

1. Code Key and Tabulation Plan for the Household Surveys in the Cities of Delhi, Hyderabad, Madras and Trivandrum.
2. Drafted Hyderabad Project Report (partially).

*Publications*

*Seminar Papers*

"Slum Clearance—Comparative Analysis of Some of the Acts", Seminar on *Slum Clearance and Improvement* organised by IIPA, Centre for Municipal Administration, New Delhi on February 5 & 6, 1974.

**RESEARCH ASSISTANTS**

**Dr. K. Sadasivan Nair**

*Publications*

1. "Modern Mandarins", *Democratic World*, May 3, 1973.
2. "Bureaucracy and Commitment", *Mainstream*, May 12, 1973.
3. "Coalescing with the Muslim League", *Democratic World*, November 22, 1973.

**Shri B. M. Varma**

*Research*

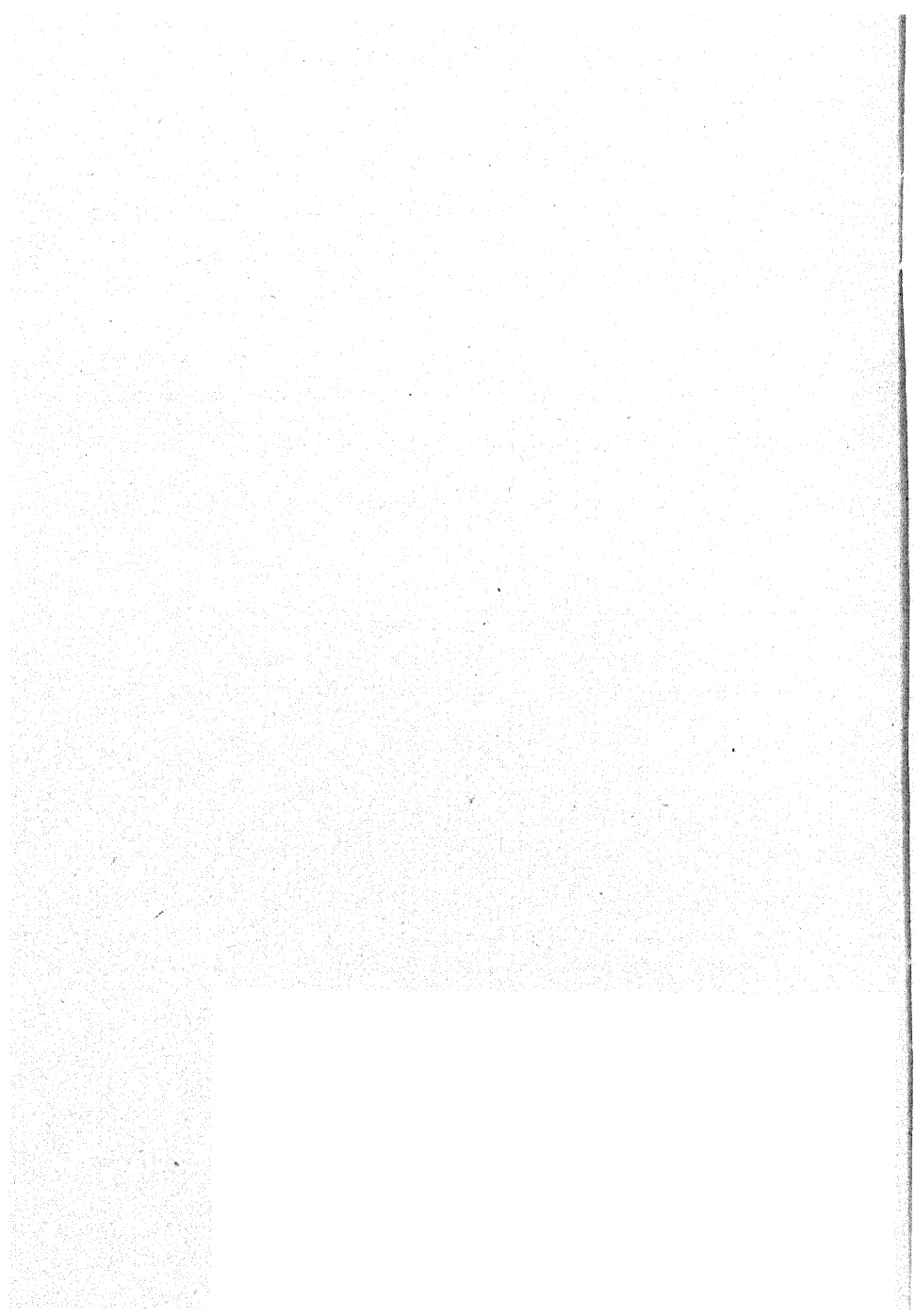
Leadership in Urban and Rural Areas—in progress.

*Publications*

*Articles*

"Role of Officials and Non-Officials—Perception of Budgetary Process in Panchayati Raj", *Quarterly Journal of the Local Self Government*, April-June, 1973, p. 422-432.





**AUDITORS REPORT TO THE MEMBERS OF  
THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION, NEW DELHI**

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1974 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view:

- (a) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March, 1974, and
- (b) In case of the Income and Expenditure Account of the Excess of Expenditure over Income for the year ended on that date.

**THAKUR, VAIDYANATH AIYAR & CO.**  
*Chartered Accountants*

APPENDIX  
INDIAN INSTITUTE OF PUBLIC

*Balance Sheet as at*

*As at*  
31st March  
1973

**LIABILITIES**

Rs.

Rs.

Rs.

**GRANTS :**

8,62,547	As per Schedule 'A' attached	5,81,213.38
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**FUNDS :**

44,81,439	As per Schedule 'B' attached	45,19,836.02
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**DEPOSITS :**

	Security Deposits	15,871.83
21,654	Other Deposits	11,858.65
		27,730.48

**LIABILITIES & PROVISIONS :**

1,39,374	As per Schedule 'C' attached	2,06,194.87
7,21,371	Receipts from I.A.M.R., New Delhi	1,440.00

62,26,385

**GRAND TOTAL**

53,36,414.75

*As per our Report*  
**THAKUR, VAIDYANATH AIYAR & CO.**  
*Chartered Accountants*

## IV

## ADMINISTRATION, NEW DELHI

31st March, 1974

As at  
31st March  
1973

## ASSETS

Rs.		Rs.	Rs.
	<b>Fixed Assets :</b>		
	(As per Schedule 'D' attached)		
	Gross block at cost	58,33,335.40	
34,46,943	Less : Depreciation written off upto date	24,03,402.31	34,29,933.09
	<b>Current Assets, Loans &amp; Advances (as per Schedule 'E' attached)</b>		
	Interest accrued but not due	4,620.95	
	Stock of Paper & Stationery	30,437.19	
	Sundry debtors	1,01,324.56	
	Cash and Bank Balances	11,24,321.05	
	Advances Accountable/Recoverable	1,03,788.77	
16,86,508	Deposits	16,345.00	13,80,837.52
	<b>Expenditure on IAMR Building :</b>		
7,21,371	Expenditure during the year		1,140.00
	<b>Income &amp; Expenditure Account :</b>		
	Excess of expenditure over income (as per last Account)	3,71,563.43	
3,71,563	Add : Excess of expenditure over Income (as per Accounts annexed)	1,52,940.71	5,24,504.14
<u>62,26,385</u>	<b>GRAND TOTAL</b>		<u>53,36,414.75</u>

of even date.

D. P. DHAR  
ChairmanM. V. MATHUR  
Hony. TreasurerISHWAR DAYAL  
Director & Ex-officio Secretary

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' Forming Part of the Balance Sheet as at 31st March, 1974.

Sources	Amount as per Last Account		Receipts/Adjustment during the year		Total		Expenditure/Adjustment during the year		Balance
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	
Ford Foundation Grant II	3,339.49	—	—	3,339.49	3,339.49	3,339.49	—	—	
Ford Foundation Grant III	4,099.13	—	—	4,099.13	4,099.13	4,099.13	—	—	
Ford Foundation Grant IV	4,85,177.29	6,091.16	—	4,91,268.45	4,91,268.45	1,71,047.39	2,08,648.06	—	
						1,11,573.00			
						(Transferred to Research Revolving Fund)			
F. F. IV—Interest	48,383.70	24,287.69	—	72,671.39	72,671.39	—	72,671.39	—	
Ford Foundation Special Grant for Financial Management	1,89,927.33	1,58,724.60	—	3,48,651.93	3,48,651.93	1,66,252.18	1,82,399.75	—	
Grant from Ministry of Health, F.P., for Seminars on Family Planning	23,086.04	—	—	23,086.04	23,086.04	10,403.53	12,682.51	—	
Policy and Administration	4,059.02	—	—	4,059.02	4,059.02	—	4,059.02	—	
Asia Foundation Guide to Sources of Modern Indian History	2,476.41	1,56,659.78	—	1,59,136.19	1,59,136.19	1,61,293.02	(—)2,156.83	—	
Grant from UNICEF, New Delhi	21,323.31	2,65,583.20	—	2,86,906.51	2,86,906.51	2,86,983.93	(—)77.42	—	
Ministry of Works & Housing, New Delhi	—	40,000.00	—	40,000.00	40,000.00	43,445.76	(—)3,445.76	—	
Grant for N.S.I.C. Research Project	—	17,546.38	—	17,546.38	17,546.38	17,606.46	(—)60.08	—	
N.S.I.C. Consulting Assignment									

Seminar on Role of Small Scale Industries in the Fifth Plan	—	—	5,569.12	(—)5,569.12
Punjab Markfed Chandigarh Assignment	(—)784.50	784.50	—	—
BALCO Assignment	(—)6,829.22	23,992.47	17,163.25	—
Reserve Bank of India Project	7,000.00	—	—	7,000.00
Hindustan Zink Ltd. Assignment	(—)515.05	515.05	—	—
M.S.R.T.C. Assignment	—	16,997.81	20,598.61	(—)3,600.80
Indian Railways Assignment	—	—	4,038.33	(—)4,038.33
Pay Commission for Pay Research Cell	2,025.95	—	2,025.95	—
Installation of New Reservations System Assignment	—	—	185.35	(—)185.35
Department of Personnel, Cabinet Sectt. for Executive Development Programme	17,162.13	2,09,900.00	2,27,062.13	2,245.71
Grant from Administrative Reforms Department for Third Course on O. & M.	—	13,436.00	13,436.00	—
R. P. C., Planning Commission for the Study of Price Policy and Cost Behaviour in Public Enterprises	(—)1,150.35	1,150.35	—	—
2nd Course on Computers & Management	—	9,500.00	9,500.00	—
Course for Developing Human Resources in Organizations	—	18,000.00	18,000.00	—

(Continued)

Continued

Sources	Amount as per Last Account	Receipts/Adjust- ment during the year	Total	Expenditure/Adjust- ment during the year	Balance
Programme on Organisation & Develop- ment for officers of U.P. Government	—	6,050.00	6,050.00	6,050.00	—
Special Course on Network Techniques & Performance Budgeting at Madras	(—) 371.43	371.43	—	—	—
Special Course on Network Techniques & Performance Budgeting at Korba for BALCO	(—) 1,087.07	12,500.00	11,412.93	11,412.93	—
Special Course on Network Techniques & Performance Budgeting for C.W. & P.C.	(—) 1,010.70	15,000.00	13,989.30	13,989.30	—
Special Course on Network Techniques and Performance Budgeting at Patna	—	25,000.00	25,000.00	2,381.99	22,618.01
Grant from I.C.S.S.R. for Training Course in Research Methodology	—	30,000.00	30,000.00	29,465.00	535.00
Grant from I.C.S.S.R. for Study of Response to Scarcity Condition in Maharashtra	—	12,360.00	12,360.00	19,460.78	(—) 7,100.78
Grant from I.C.S.S.R. for Study of Transformation of Kurukshetra University	—	4,750.00	4,750.00	2,434.77	2,315.23
First Course in Network Techniques and Performance Budgeting for Public Sector Undertakings	—	37,800.00	37,800.00	37,800.00	—

Second Course in Network Techniques and Performance Budgeting for Public Sector Undertakings	—	12,800.00	12,800.00	3,099.12	9,700.88
Grant from the I.C.S.S.R. for Bench Mark Studies in Field Administration in India	—	9,690.00	9,690.00	2,863.03	6,826.97
Indian Council of Social Science Research for fellowship	—	2,200.00	2,200.00	2,200.00	—
Pilot Study of Hindustan Shipyard Visakhapatnam	—	2,691.23	2,691.23	2,691.23	—
Fee for Special Course on Performance Budgeting for Officers of Government of Tamil Nadu	—	5,760.00	5,760.00	5,760.00	—
Fee for Special Course in Performance Budgeting	73,290.32	1,255.00	74,545.32	—	74,545.32
Research Project of Prospective Areas of Expansion for Public Sector	(—)6,804.92	6,804.92	—	—	—
Ministry of Home Affairs for Research Project on Policing of Cities in India	(—)1,450.00	1,450.00	—	—	—
Fifth Special Course in Performance Budgeting for Public Sector Undertakings	—	15,125.00	15,125.00	15,125.00	—
Survey Research Methodology	1,200.00	—	1,200.00	—	1,200.00
<b>TOTAL</b>	<u>8,62,546.88</u>	<u>11,64,776.57</u>	<u>20,27,323.45</u>	<u>14,46,110.07</u>	<u>5,81,213.38</u>

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

M. V. MATHUR  
Hony. Treasurer

ISHWAR DAYAL  
Director & Ex-officio Secretary



# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'B'—Forming Part of Balance Sheet as at 31st March, 1974*

*As at*  
**31st March,**  
**1973**

## RESERVES AND FUNDS

Rs.		Rs.	Rs.
	<b>Life Membership Capital Fund :</b>		
	As per last Account	42,750.00	
42,750	Add : Received during the year	15,322.75	58,072.75
	<b>Building Fund :</b>		
40,38,713	As per last Account		40,38,713.36
	<b>Staff Benevolent Fund :</b>		
540	As per last Account		540.00
	<b>Gratuity Reserve Fund :</b>		
	As per last Account	2,41,370.59	
	Add : Amount provided during the year	13,000.00	
	Interest received/accrued	16,881.92	
		2,71,252.51	
2,41,371	Less Payments	1,764.00	2,69,488.51
	<b>Annual School Prize Fund :</b>		
	As per last Account	5,587.24	
5,587	Add : Amount transferred from V.K.N. Menon Prize Fund	2,918.24	
	Interest received/accrued	372.95	8,878.43
2,750	<b>V. K. N. Menon Prize Fund :</b>		
	As per last Account	2,750.04	
	Add : Interest received/accrued	168.20	
		2,918.24	
	Less : Transferred to Annual School Prize Fund	2,918.24	—
43,31,711	Carried Over		43,75,693.05

As at  
31st March,  
1973

## RESERVES AND FUNDS

Rs.		Rs.	Rs.
43,31,711	Brought Forward		43,75,693.05
	<b>Research Revolving Fund:</b>		
	Transferred from F. F. IV Grant for Consulting	1,11,573.00	
	Add: Interest received/accrued	1,299.40	1,12,872.40
	<b>Consultancy Fund:</b>		
	As per last Account	1,49,727.85	
	Additions during the year	17,157.49	
	Interest received	6,145.56	
		1,73,030.90	
1,49,728	Less Payment	1,41,760.33	31,270.57

44,81,439

TOTAL

45,19,836.02

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

M. V. MATHUR  
*Hony. Treasurer*

ISHWAR DAYAL  
*Director & Ex-officio Secretary*

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'C' — Forming Part of the Balance Sheet as at 31st March, 1974*

*As at*  
**31st March**  
**1973**

## LIABILITIES AND PROVISIONS

Rs.		Rs.	Rs.
1,26,736	For Expenses		1,56,949.22
1,381	Unpaid Salaries		1,569.47
5,977	Subscription received in advance (IJPA)		7,177.34
—	Amount received from I.C.S.S.R. for Machine room and for providing 10 KV Voltage Cable in the Hostel Bath Room		29,714.00
120	Amount payable to J. & K. Branch		120.00
3,424	Stale Cheque Account		2,367.45
—	Amount payable to M/s Bharat Electricals		711.94
1,736	Honorarium payable		1,735.80
—	Mess Charges		3,069.65
—	Honorarium payable to faculty for Consulting Assignment		2,780.00

### **Framing of India's Constitution :**

Total Sale Proceeds till date 2,04,301.84

*Less :* (1) Total expenditure till date (including the amount transferred to Govt. grant in the previous years) 2,03,601.84

1,39,374

Carried Over

700.00

2,06,194.87

As at  
31st March  
1973

## LIABILITIES AND PROVISIONS

Rs.		Rs.	Rs.
1,39,374	Brought Forward	700.00	2,06,194.87
	(2) Amount refunded to Government of India (see Note 1 in Receipts and Payment Account)	700.00	—
		<u>700.00</u>	
<u>1,39,374</u>	TOTAL		<u>2,06,194.87</u>

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

M. V. MATHUR  
*Hony. Treasurer*

ISHWAR DAYAL  
*Director & Ex-officio Secretary*

# INDIAN INSTITUTE OF PUBLIC

Schedule 'D'—Forming Part of the Balance

<i>S. No.</i>	<i>Particulars</i>	<i>Cost up to 31-3-1973</i>	<i>Additions during the year</i>	<i>Total Cost</i>
		<i>Rs.</i>	<i>Rs.</i>	<i>Rs.</i>
1.	Lands & Buildings	37,28,165.21	—	37,28,165.21
2.	Furniture & Fixtures	3,50,088.86	5,380.26	3,55,469.12
3.	Library Books	10,04,636.24	64,814.33	10,69,450.57
4.	Office Equipment	2,12,521.11	19,699.45 } 14,508.25 }	2,32,220.56 } 14,508.25 }
5.	Library Equipment	1,16,867.50	1,993.95	1,18,861.45
6.	Film Projector	71,187.73	—	71,187.73
7.	Air Conditioning Equipment	76,189.12	—	76,189.12
8.	Stage Equipment (Auditorium)	38,634.26	1,873.40	40,507.66
9.	Water Coolers	17,212.39	14,370.68	31,582.97
10.	Motor Car	23,028.07	—	23,028.07
11.	O. & M. Equipment	8,123.50	—	8,123.50
12.	Garden Equipment	1,528.84	—	1,528.84
13.	Sundry Equipment	403.05	—	403.05
14.	Hostel & Mess Equipment	31,673.18	16,341.76	48,014.94
15.	Bicycles	1,387.91	—	1,387.91
16.	Library Development	7,016.01	—	7,016.01
17.	Gas Installation at Hostel Mess and Canteen	5,690.44	—	5,690.44
TOTAL :		56,94,353.92	1,24,473.23 } 14,508.25 }	58,18,827.15 } 14,508.25 }
Figures for the previous year :		56,19,298	75,056	56,94,354

Notes: I. The Assets purchased out of the grants (other than Recurring Grant) from the above Schedule since these have been fully charged to the respective grants. assets is Rs. 2,61,900.31.

II. For the same reason, stock of publications have not been valued but quantitative

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

# ADMINISTRATION, NEW DELHI

Sheet as at 31st March, 1974

DEPRECIATION			Written down value as at 31.3.1974	Written down value as at 31.3.1973
Up to 31.3.1973	For the year	Total		
Rs.	Rs.	Rs.	Rs.	Rs.
9,67,528.46	69,015.92	10,36,544.38	26,91,620.83	27,60,637
1,85,096.59	10,221.24	1,95,317.83	1,60,151.29	1,64,992
7,32,597.71	44,294.35	7,76,892.06	2,92,558.51	2,72,039
1,46,778.98	10,496.71	1,57,275.69	74,944.87	65,040
—	181.35	181.35	14,326.90	
40,594.61	4,607.34	45,201.95	73,659.50	76,273
56,762.42	2,163.80	58,926.22	12,261.51	14,425
56,074.17	3,017.25	59,091.42	17,097.70	20,115
26,977.10	1,982.75	28,959.85	11,547.31	11,657
15,382.64	2,430.04	17,812.68	13,770.29	2,532
383.80	4,528.85	4,912.65	18,115.42	22,644
6,967.90	173.34	7,141.24	982.26	1,156
1,234.65	44.13	1,278.78	250.06	294
229.85	10.39	240.24	162.31	173
2,690.27	1,926.85	4,617.12	43,397.82	28,963
1,006.66	57.19	1,063.85	324.06	331
4,989.08	304.04	5,293.12	1,722.89	2,027
2,115.66	536.22	2,651.88	3,038.56	3,575
22,47,410.55	1,55,810.41	24,03,220.96	34,15,606.19	34,46,943
	181.35	181.35	14,326.90	
21,18,309	1,29,102	22,47,411	34,46,943	35,00,989

Government of India and Ford Foundation Grant I, II, III, IV and V are not included in The quantity and Value records are, however, being kept separately. The Value of such

records are being kept.

M. V. MATHUR  
Hony. Treasurer

ISHWAR DAYAL  
Director & Ex-officio Secretary

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'E' — Forming Part of Balance Sheet as at 31st March, 1974*

**As at  
31st March,  
1973**

## CURRENT ASSETS

Rs.		Rs.	Rs.
3,429	Interest accrued but not due		4,620.95
45,477	Stock of Paper & Stationery (at cost as certified by the Registrar)		30,437.19
<b>Sundry Debtors :</b>			
	Subscriptions receivable	—	
	Bills receivable	6,896.30	
	Royalty receivable	14,427.94	
	Tuition fees outstanding	8,235.00	
	Rents, outstanding from staff		
1,72,002	Quarters, Hostel & Auditorium	71,765.32	1,01,324.56
<b>Cash and Bank Balances :</b>			
	Cash in hand	16,989.00	
	Imprest	242.11	
	Postage Imprest	1,452.29	
<b>First National City Bank of New York :</b>			
	In Savings Fund Account	4,04,335.71	
	In Current Account	35,127.51	4,39,463.22
<b>United Commercial Bank, New Delhi :</b>			
	In Savings Fund Account	12,157.97	
	In Current Account	1,96,496.37	2,08,654.34
<b>State Bank of India, New Delhi :</b>			
	In Current Account		37,300.80
<b>In Fixed Deposit Account, with United Commercial Bank :</b>			
	For School Prize Fund	8,331.79	
	For Gratuity Reserve Fund	80,200.00	
	For Life Membership Fund	16,200.00	1,04,731.79
2,20,908	Carried Over	8,08,833.55	1,36,382.70

As at  
31st March,  
1973

## CURRENT ASSETS

2,20,908	Brought Forward	8,08,833.55	1,36,382.70
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### State Bank of India, New Delhi:

	For Gratuity Reserve Fund	1,86,850.00	
	For Life Membership Fund	27,500.00	
13,56,618	For Research Revolving Fund	98,137.50	3,12,487.50

<b>Bank of India</b>	<b>3,000.00</b>	<b>11,24,321.05</b>
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### Advances Accountable/Recoverable:

	Staff Advance for Purchase of Conveyance	22,400.00	
	Amount Reimbursable by the Ministry of External Affairs	1,225.87	
	Advance to Ex.-Engineer, Elect. Division No. VI, C.P.W.D.	34,305.00	
	T.A. Advance	3,928.08	
	Advance for Expenses	1,250.00	
	Pre-paid Expenses	37,430.01	
	Income Tax deducted at source recoverable	53.00	
91,637	Suspense Account	3,196.81	1,03,788.77

### Deposits:

	Deposit for Electricity	10,220.00	
	O.Y.T. Deposit	5,325.00	
17,445	Other Deposits	800.00	16,345.00
<u>16,86,508</u>	<b>TOTAL</b>		<u>13,80,837.52</u>

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

M. V. MATHUR  
*Hony. Treasurer*

ISHWAR DAYAL  
*Director & Ex-officio Secretary*



Figures for the  
previous year

## EXPENDITURE

Rs.		Rs.	Rs.
51,435	To Pay and Allowances—Training Office		54,694.62
2,23,650	To pay and Allowances—Faculty and Supporting Staff		2,57,675.59
500	Fellowships (Senior & Junior)		—
1,700	Essay Prize		500.00
15,693	Research, Seminars, Conferences and Group Discussions		26,633.18
15,534	Foreign Affiliations		10,976.30
<b>Library :</b>			
	Pay & Allowances—Library Staff	1,35,418.56	
	Newsletters & Periodicals	32,619.27	
1,40,653	Books Binding Charges	4,393.80	1,72,431.63
<b>Publications :</b>			
	Pay & Allowances—Journal & Publication Staff	66,169.77	
	Periodicals (Journal etc.)	94,279.27	
	Other Publications	18,060.00	
1,42,050	Honorarium to Correspondents	7,350.00	1,85,859.04
<b>Promotion of Branches Activities :</b>			
	Share of Membership fees to Branches	26,195.00	
	Regional Seminars and Conferences	8,700.00	
	Research Subventions for Branches	27,000.00	
57,605	Contribution to branches	600.00	62,495.00
—	Subscriptions receivable written off		85,925.00
6,48,820	Carried Over		8,57,190.36

**ADMINISTRATION, NEW DELHI***for the year ended 31st March, 1974**Figures for the  
previous year***INCOME**

Rs.		Rs.	Rs.
	Recurring Grant from Govt. of India (Ministry of Finance) (Net)	9,50,000.00	
9,93,332	Amount transferred to Govt. Grant from the sale proceeds of Framing of India's Constitution	700.00	9,50,700.00
<b>By Subscriptions :</b>			
	Ordinary Members	49,934.94	
	Associate Members	1,068.00	
	Corporate Members	31,550.00	
80,236	Library Membership	238.00	82,790.94
—	Interest on Life Membership Fund		3,159.47
<b>By Income from Publications :</b>			
	Subscription and Sale of Journal & Other Periodicals	31,575.89	
	Sale of other publications	17,295.05	
62,566	Royalty on publications	2,040.24	50,911.18
—	Receipts from various paid courses (Net)		81,863.22
—	Receipts from Consulting Assignment (Net)		25,014.70
<b>By Rent Receipts :</b>			
	Hostel	2,48,811.86	
	Residential Quarters	29,039.60	
	Auditorium	3,456.00	
2,52,977	Other Rents	12,199.90	2,93,507.36
13,89,111	Carried Over		14,87,946.87

*Figures for the  
previous year*

## EXPENDITURE

Rs.		Rs.	Rs.
6,48,820	Brought Forward		8,57,190.36
<b>Maintenance of Building, Hostel and Garden :</b>			
	Pay & Allowances—Maintenance staff	80,157.93	
	Pay & Allowances—Hostel staff	32,857.84	
	Repairs & Maintenance	62,481.13	
	Water & Elect. charges (Net)	71,008.34	
	Rents, rates and taxes	70,266.54	
	Improvement of Hostel	4,439.17	
3,62,325	Hostel General Charges	1,716.03	3,22,927.03
<b>Administrative Services :</b>			
	Pay & Allowances—Admn.	1,68,587.86	
2,12,096	Pay & Allowances—Accounts	53,317.97	2,21,905.83
25,000	Contribution to Gratuity Fund		13,000.00
<b>Office Expenses :</b>			
	Printing & Stationery	22,238.95	
	Postage & Telegrams	28,523.87	
1,05,797	Telephone Charges	35,455.61	96,218.43
<b>Services &amp; Supplies :</b>			
	Liveries	11,656.26	
	Conveyance Charges	3,723.80	
	Motor Car Expenses	4,829.25	
23,390	Amenities to Staff	1,200.00	21,409.31
13,77,428	Carried Over		15,32,650.96

Figures for the  
previous year

# INCOME

Rs.		Rs.	Rs.
13,89,111	Brought Forward		14,87,946.87
<b>By Miscellaneous Income :</b>			
	C.H.S. Recoveries	2,553.00	
	Interest on Short Term Deposits	4,843.89	
	Licence fee from Hostel Mess and Canteen Contractor	4,224.00	
	Interest on Advances (Conv.)	2,867.00	
	Licence fee for Gas Installation for Hostel Mess/Canteen	300.00	
	Service Charges	844.30	
29,581	Miscellaneous	13,528.42	29,160.61
<b>By Recovery of Overhead Charges :</b>			
	Receipts from the Ministry of Health, F.P., W.H. & U.D.	37,432.68	
	Receipts from UNICEF for overhead Charges	22,224.72	
	Receipts from Deptt. of Personnel for overheads on courses (EDP)	28,991.70	
77,638	Overheads from other sources	7,008.30	95,657.40
4,33,977	By transfer from Ford Foundation Grant IV to meet expenditure (as per contra)		1,71,047.39
2,79,655	By Transfer from Ford Foundation Grant— Financial Management Unit to meet ex- penditure(as per contra)		1,66,252.18
94,161	Excess of Expenditure over Income carried over to Balance Sheet		1,52,940.71
23,04,123	Carried Over		21,03,005.16

*Figures for the  
previous year*

## EXPENDITURE

Rs.		Rs.	Rs.
13,77,428	Brought Forward		15,32,650.96
15,909	Contingencies & Misc.		20,103.28
22,367	Meetings—Travelling Allowances		39,537.56
13,093	Overtime—IIPA		4,287.04
11,362	Pay & Allowances—Leave Reserve		13,134.99
1,50,332	Depreciation		1,55,991.76
4,33,977	Expenditure met out of F.F.IV Grant (as per Schedule 'A' attached)		1,71,047.39
2,79,655	Expenditure met out of F.F. Grant— Financial Management Unit (as per Schedule 'A' attached).		1,66,252.18
<u>23,04,123</u>	GRAND TOTAL		<u>21,03,005.16</u>

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

ISHWAR DAYAL  
Director & Ex-officio Secretary

*Figures for the  
previous year*

INCOME

Rs.		Rs.	Rs.
23,04,123	Brought Forward		21,03,005.16

23,04,123

GRAND TOTAL

21,03,005.16

M. V. MATHUR  
*Hony. Treasurer*

# INDIAN INSTITUTE OF PUBLIC

*Receipt and Payment Account for*

RECEIPTS	Rs.	Rs.
<b>Opening Balances :</b>		
Cash in hand	2,720.71	
<b>State Bank of India, New Delhi :</b>		
In Current Account	1,87,355.59	
<b>United Commercial Bank, New Delhi :</b>		
In Savings Fund Account	20,762.27	
In Current Account	1,74,181.10	1,94,943.37
<b>First National City Bank, New York :</b>		
In Savings Fund Account	5,25,658.81	
In Current Account	55,514.24	5,81,173.05
		9,66,192.72
<b>Part 'A'</b>		
Recurring Grant from the Government of India, and Internal Receipts (Schedule I)		16,21,893.25
<b>Part 'B'</b>		
Funds, Deposits and Advances (Schedule II)		2,08,384.93
<b>Part 'C'</b>		
Grant for Projects, etc. (Schedule III)		11,64,776.57
<b>GRAND TOTAL</b>		<u>39,61,247.47</u>

THAKUR, VAIDYANATH AIYAR & CO.

*Chartered Accountants*

**ADMINISTRATION, NEW DELHI***the Year ended 31st March, 1974*

PAYMENTS		Rs.	Rs.
<b>Part 'A'</b>			
Expenditure against Recurring Grant from Government of India and Internal Receipts (Schedule I)			16,22,041.93
<b>Part 'B'</b>			
Payments out of Funds, Deposits and Advances (Schedule II)			1,80,907.87
<b>Part 'C'</b>			
Expenditure against Grant for Projects, etc. (Schedule III)			14,55,890.31
<b>Closing Balances:</b>			
Cash in hand		16,989.00	
<b>State Bank of India, New Delhi:</b>			
In Current Account		37,300.80	
<b>United Commercial Bank, New Delhi:</b>			
In Savings Fund Accounts	12,157.97		
In Current Accounts	1,96,496.37	2,08,654.34	
<b>First National City Bank, New York :</b>			
In Savings Fund Account	4,04,335.71		
In Current Account	35,127.51	4,39,463.22	7,02,407.36
<b>GRAND TOTAL</b>			<u>39,61,247.47</u>

M. V. MATHUR  
Honorary Treasurer

ISHWAR DAYAL  
Director & Ex-officio Secretary



# INDIAN INSTITUTE OF PUBLIC

## SCHEDULE I OF RECEIPT

Part 'A'—Grant from the

RECEIPTS	Rs.	Rs.
Grant-in-aid received from Government of India, Ministry of Finance, Deptt. of Expenditure	9,50,000.00	
Sale Proceeds of Framing of India's Constitution	700.00	9,50,700.00
<b>Subscriptions :</b>		
Ordinary Members	49,859.94	
Associate Members	1,068.00	
Corporate Members	31,550.00	82,477.94
<b>Income from Publications :</b>		
Sale of Journal & Other Publications	51,246.14	
Royalties	1,742.60	52,988.74
Fee from various paid courses (Net)		74,403.62
Fee from Consulting Assignments (Net)		25,014.70
<b>Rents From :</b>		
Residential Quarters	24,210.05	
Auditorium	4,305.00	
Hostel	2,47,105.10	
Others	13,852.00	2,89,472.15
<b>Miscellaneous Receipts :</b>		
Miscellaneous Receipts	13,528.42	
Licence fee from Mess/Canteen Contractor	4,224.00	
Service Charges	575.55	
Library Membership	238.00	
Interest on Short Term Deposits	5,112.36	
Carried Over		14,75,057.15

**ADMINISTRATION, NEW DELHI****AND PAYMENT ACCOUNT***Government and Internal Receipts*

	PAYMENTS	Rs.	Rs.
<b>Pay &amp; Allowances :</b>			
Faculty		1,86,103.86	
Employer's Contribution to C.P. Fund		11,654.00	
Supporting staff		49,731.71	
Employer's Contribution to C. P. Fund		2,097.00	
Leave Reserve		12,752.64	
Training office		51,332.28	
Employer's Contribution to C.P. Fund		2,644.00	
Library Staff		1,26,592.74	
Employer's Contribution to C.P. Fund		6,628.00	
Journal & Publication Staff		62,791.53	
Employer's Contribution to C.P. Fund		3,235.00	
Hostel Staff		31,023.47	
Employers' Contribution to C.P. Fund		1,330.00	
Maintenance Staff		75,885.99	
Employer's Contribution to C.P. Fund		3,392.00	
Administration		1,54,923.84	
Employer's Contribution to C.P. Fund		8,294.00	
Accounts		51,595.87	
Employer's Contribution to C.P. Fund		1,514.00	
Gratuity		13,000.00	
T.A.—Faculty		2,907.55	
T.A.—Institute		5,258.12	8,64,687.60
<b>Research, Seminars, Conferences and Group Discussions</b>			
(i) Fee to Reporting agencies		1,365.24	
(ii) Study of the striking Engineers of U.P. Electricity Board		323.00	
(iii) Police Project		319.05	
(iv) Study of Cost Behaviour and Price Policy in I.D.P.L.		1,228.95	
(v) Res. study-Org. and foundation of state P.S.C.		1,480.84	
(vi) Study of Res. Laboratory		800.96	
(vii) Fertilizer Res. Project		589.78	
(viii) Study of Transformation of Pant Nagar University		534.30	6,642.12
	Carried Over		8,71,329.72

RECEIPTS	Rs.	Rs.
Brought Forward	23,678.33	14,75,057.15
Interest on Life Membership Fund	2,872.37	
C.H.S. (Recoveries)	2,553.00	
Licence fee from Mess/canteen contractor for Gas installation	300.00	29,403.70
Conveyance Advance (Refund)		18,908.00
Interest on Conveyance Advance		2,867.00
Receipts from Ministry of Works and Housing to meet expenditure on overheads of C.M.A.		37,432.68
Receipts from UNICEF to meet expenditure on overheads of Urban Integrated Project		22,224.72
Receipts on overheads from other sources		7,008.30
Receipts from Deptt. of Personnel, Govt. of India to meet expenditure on overheads of courses under Executive Development Programme		28,991.70
<p><i>Note:</i> Out of recurring grant from Government of India Rs. 10,00,000 receivable, Rs. 50,000 were deducted at source towards repayment of 4th and final instalment of the grant of Rs. 2 lakh received for the publication of Framing of India's Constitution. This sum has been adjusted to the extent of Rs. 700 by debit to the Sale Proceeds Account shown under the other liabilities in the Balance Sheet by credit to the Grant Account.</p>		
Carried Over		16,21,893.25

PAYMENTS	Rs.	Rs.
Brought Forward		8,71,329.72
Excess expenditure on the study—Prospective Areas of Exension for Public Sector		6,810.17
Excess expenditure on the study—Price Policy and Cost Behaviour		1,150.35
Study of Application of Network Tech. in Public Sector Undertaking		50.00
Fellowship and Essay Prize		500.00
<b>Library :</b>		
Library Books	64,814.33	
Binding Charges	4,393.80	
Subs. to Newsletters & Periodicals	32,629.27	
Library Equipment	1,993.95	1,03,831.35
<b>Publications :</b>		
Publication of Journal	67,332.52	
Publication of Abstract	1,389.74	
Publication of Documentation in Public Admn.	4,149.50	
Publication of Newsletter	4,093.39	
Publication of other Pubs.	16,121.08	
Royalty to Authors	2,853.50	
Honorarium to Correspondents	6,650.00	1,02,589.73
<b>Hostel</b>		
Hostel Equipment	16,341.76	
Hostel Improvement	4,439.17	
Hostel General Charges	1,394.93	22,175.86
Promotion of Branches Activities		62,495.00
Carried Over		11,70,932.18



PAYMENTS	Rs.	Rs.
Brought Forward		11,70,932.18
<b>Maintenance :</b>		
Repairs and Maintenance	64,144.38	
Water and Electricity Charges	66,494.46	
Rent, Rates and Taxes	70,264.53	2,00,903.37
<b>Office Expenses :</b>		
Printing and Stationery	36,097.62	
Postage and Telegrams	28,523.87	
Telephone Charges	35,395.99	1,00,017.48
<b>Services and Supplies :</b>		
Conveyance Charges	3,685.93	
Motor Car Expenses	4,609.36	
Liveries	11,656.26	
Amenities to staff	1,200.00	21,151.55
<b>Contingencies and Misc.</b>		
Honorarium to Auditors	2,250.00	
Advertisement charges	6,259.50	
Bank charges	565.80	
Loss/Gain in Exchange (Net)	(—)7,772.00	
Entertainment charges	2,002.59	
Misc. Expenditure	13,541.92	16,847.81
Meetings—T.A. etc.		39,434.28
Grant of Advances for purchase of conveyance		21,960.00
O.T.A.—I.I.P.A.		4,997.54
Furniture and fixture and other office equipment		45,797.72
Total expenditure		16,22,041.93
Balance carried over		22.94
<b>GRAND TOTAL</b>		<b>16,22,064.87</b>

of India by the Indian Institute of Public Administration for the year 1973-74; an amount per the above statement and the note thereon.

M. V. MATHUR  
Hony. Treasurer

# INDIAN INSTITUTE OF PUBLIC

## SCHEDULE II OF RECEIPT

*Part 'B'—Funds, Deposits*

RECEIPTS	Rs.
Petty Cash Imprest	329.77
Security Deposit from Contractors	2,536.23
Deposit from M/s U.B.S. Publishers	3,000.00
Unpaid salaries	188.27
V. K. N. Menon Prize Fund—Interest	168.20
Mess Charges	1,481.25
Annual School Prize Fund—Interest	327.37
Gratuity Reserve Fund	27,638.10
Life Membership Fund	14,272.75
Library Deposits	524.00
Hostel Deposits	15.70
Hon. payable to faculty for consulting Assignments	2,780.00
Research Revolving Fund	1,11,573.00
Amount received from I.C.S.S.R. for providing 10 K.V. Voltage in Machine Room	29,714.00
Amount Recovered from Govt. of Andhra Pradesh	752.00
Suspense General	89.70
Amount Reimburseable by M/Finance	5,656.83
Amount Reimburseable by M/External Affairs	1,295.66
Amount payable to M/s Bharat Electricals (Sales)	711.94
Grant from I.A.M.R., New Delhi	5,330.16
<b>GRAND TOTAL</b>	<b>2,08,384.93</b>

THAKUR, VAIDYANATH AIYAR & CO.

*Chartered Accountants*

ISHWAR DAYAL

*Director & Ex-officio Secretary*

**ADMINISTRATION, NEW DELHI****AND PAYMENT ACCOUNT***and Advances*

PAYMENTS	Rs.
Postage Imprest	441.28
Amount paid to Shri M. Bhattacharya	2,406.33
T.A. Advance	3,928.08
Stale Cheque Account	1,056.27
Fixed Deposit with United Commercial Bank	27,839.48
Fixed Deposit with the State Bank of India, New Delhi	637.50
Fixed Deposit with Bank of India	3,000.00
Expenditure on the Construction of I.A.M.R. Building	5,030.16
Consulting Fund	1,04,731.77
Advances for Expenses	250.00
Deposit with Ex. Engineer (Elect.) Elect. Division No. IV C.P.W.D.	31,587.00

**GRAND TOTAL**1,80,907.87

**M. V. MATHUR**  
*Hony. Treasurer*



# INDIAN INSTITUTE OF PUBLIC

## SCHEDULE III OF RECEIPT

Part 'C' — Grant

RECEIPTS	Rs.	Rs.
Ford Foundation Grant IV—Consultancy		6,091.16
Ford Foundation Grant IV—Interest		24,287.69
Ford Foundation Grant V—Financial Management		1,58,724.60
Ministry of Works & Housing, New Delhi, for the Centre for Training and Res. in Municipal Administration		
(a) Grant-in-aid	2,64,000.00	
(b) Subscription of Nagarlok	1,583.20	2,65,583.20
Grant from Ministry of Home Affairs for Executive Development Programme		2,09,900.00
Grant from Ministry of Home Affairs for Res. Project on Policing of Cities in India		1,450.00
Grant from UNICEF for Integrated Services for Youth & Children in Urban Areas		1,56,659.78
Grant from N.S.I.C. for Research Project		40,000.00
Research Project on Prospective Areas of Expansion for Public Sector		6,804.92
Research Project—Studies on Price Policy and Cost Behaviour		1,150.35
Receipts for Spl. Course on Network Techniques and Performance Budgeting at Patna		25,000.00
Receipts for Spl. Course on Performance Budgeting		1,255.00
Fee for Spl. Course on Performance Budgeting at Ooty		5,760.00
Fee for 5th Special Course in Perf. Budgeting		15,125.00
Fee for Spl. Course on Computers and Management		9,500.00
Receipts from Hindustan Shipyard Ltd., Visakhapatnam		2,691.23
Hindustan Zinc Ltd., Assignment		515.05
Grant from Deptt. of Admn. Reforms for Course on O & M (IIIrd)		13,436.00
Fee for Spl. Course on Network Tech. & Perf. Budgeting for Public Sector Undertakings		37,800.00
Carried Over		9,81,733.98

**ADMINISTRATION, NEW DELHI****AND PAYMENT ACCOUNT***for Projects, etc.*

	PAYMENTS	Rs.	Rs.
Ford Foundation Grant II			3,339.49
Ford Foundation Grant III			4,099.13
<b>Expenditure met out of F.F. Grant IV :</b>			
Consultancy Unit Support		57,346.02	
Materials Development		15,958.45	
Library Books		305.72	
Bank Charges		21.98	
Graduate Training Abroad		1,09,420.71	
Amount Transferred to Research Revolving Fund		1,11,573.00	2,94,625.88
Expenditure met out of Ford Foundation Special Grant for Financial Management			1,65,454.73
<b>Expenditure on Other Projects :</b>			
Centre for Training and Res. in Municipal Administration—grant from M/works and Housing, New Delhi.		2,80,734.20	
Publication of Nagarlok		6,249.73	2,86,983.93
Training Courses under the Executive Development Programme—Grant from Department of Personnel, Cabinet Secretariat			2,22,269.66
2nd Course on Computers & Management			9,500.00
Seminars on Family Planning			10,403.53
Spl. Course on Perf. Budget. at Ooty.			5,760.00
N.S.I.C. Research Project			35,914.86
N.S.I.C. Consulting Assignment			17,606.46
Seminar on Role of Small Scale Industries in 5th Plan			5,569.12
M.S.R.T.C. Consulting Assignment			20,595.61
Programme on Org. Dev. for the officers of U.P. Government			6,050.00
Carried Over			10,88,172.40

# RECEIPTS

Rs.

Brought Forward

9,81,733.98

Fee for 2nd Spl. Course on Network Tech. & Perf. Budgeting  
for Public Sector Undertakings

12,800.00

Fee for Spl. Course on Network Tech. & Perf. Budgeting for  
C.W. & P.C.

15,000.00

Fee for Spl. Course on Network Tech. & Perf. Budgeting for  
BALCO at Korba

12,500.00

Spl. Course on Network Tech. & Performance Budgeting at  
Madras

371.43

Fee for Course in Dev. Human Resources in Organisation.

18,000.00

Receipts from BALCO for Consulting Assignment

23,992.47

Receipts from N.S.I.C. for Consulting Assignment.

17,546.38

Fee for Programme on Org. & Dev. for officers of U.P. Govt.

6,050.00

Fee for M.S.R.T.C. Assignment

16,997.81

Punjab Markfed Chandigarh Assignment

784.50

Grant from I.C.S.S.R.—fellowship

2,200.00

Grant from I.C.S.S.R.—Training course in Research Metho-  
dology

30,000.00

Grant from I.C.S.S.R.—Study of Kurukshetra University

4,750.00

Grant from I.C.S.S.R.—Bench Mark Studies in Field Admn.

9,690.00

Grant from I.C.S.S.R.—Response to the Scarcity Conditions in  
Maharashtra

12,360.00

GRAND TOTAL

11,64,776.57

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

ISHWAR DAYAL  
*Director & Ex-officio Secretary*

PAYMENTS	Rs.
Brought Forward	10,88,172.40
Pilot Study-Hindustan Shipyard Limited	2,691.23
Grant from UNICEF for Integrated Service for Youth and Children in Urban Areas	1,70,389.53
Spl. Sources on Network Tech. and Performance Budgeting for Public Sector Undertakings	37,800.00
Hindustan Zink Ltd., Assignment	10.05
2nd Spl. Course on Network Tech. & Performance Budgeting for Public Sector Undertaking	3,099.12
Spl. Course on Network Tech. & Perf. Budgeting at Korba for BALCO	11,412.93
Consulting Assignment with Indian Railways	4,038.33
Installation of New Reservation System Assignment	22.99
3rd Course on O & M (Deptt. of Admn. Reforms)	13,436.00
5th Spl. Course on Perf. Budgeting	15,125.00
Research Project—Response to the Scarcity Condition in Maharashtra	19,060.78
I.C.S.S.R. Research fellowship	2,200.00
Training Course in Res. Methodology (ICSSR)	29,465.00
Study of Kurukshetra University (ICSSR)	2,233.77
Bench Mark Studies in Field Admn. in India (ICSSR)	2,855.53
Pay Research Cell	2,032.30
Course on Human Resources in Dev. Organisation	18,000.00
Course for C.W. & P.C.	14,300.11
Special Course on Network Tech. & Performance Budgeting at Patna	2,381.99
BALCO Assignment	17,163.25
GRAND TOTAL	14,55,890.31

M. V. MATHUR  
Honorary Treasurer